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CASE STUDIES IN COMMUNITY ORGANIZATION

The Social Workers' Library
J. L. GILLIN, Editor

CASE STUDIES IN COMMUNITY ORGANIZATION

BY
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PREFACE

The community case records in the following pages are part of the material which students and staff of the New York School of Social Work have been collecting for use in courses in Community Organization. These records are stories of actual occurrences with names of localities and of people changed.

The records which are included in this volume describe various methods of helping local groups to solve their social problems. The local groups vary greatly and represent a wide divergence in interests. In "Athens" the responsibility for strengthening an ineffective church, and through the church assisting in the solution of some of the social needs of the neighborhood, was undertaken by a high school teacher residing in the village; in "Ferndale" a community recreation program was started through the efforts of the secretary of a civic association who was also the local minister; in "Dale County" and in "Woodland" a social worker was brought in from the outside to strengthen, in the former a rural county Red Cross chapter, and in the latter a school community center. In "Brocton" the local people reorganized their neighborhood association with the assistance of a social worker called in for a short time from outside the town.

While these situations may seem very different it is believed that the teacher of a class in community organization may use them to develop and illustrate certain fundamental methods of procedure in assisting local people to work toward a solution of their social problems. It is also believed that such methods have much in common whether applied to the organization of a Red Cross chapter or a leisure time program

in a school, and whether applied to a rural village or a suburb of a city.

Social work has two very closely related methods of dealing with situations. There is first and foremost the contact with the individual, normal or maladjusted, for the purpose of developing his personality. This may be done through case work or through a number of other forms of social work as for instance provision of leisure time facilities, vocational training and guidance, or health work. Secondly a social worker can hardly escape the responsibility for awakening the public to social maladjustments and means of correcting them. This is done through propaganda and educational work, after which assistance may be given in organizing to meet the needs of which the public has become conscious. The introductory publicity efforts, the organization and the administrative details which follow may be thought of as various phases of the community organization process.

As social workers we too frequently conceive of our entire responsibility in terms of personal service. The case worker finds her time and energy entirely consumed in assisting the cases assigned her; the group worker, in providing recreation facilities for the youth who swarm through his building or playground. The purpose of the records in this book and probably of the many others which have been, and may be collected by social workers the country over, is to bring to the attention of social workers the community implications of their job and to assist in formulating a technique in the community field which will give the social worker some skill in bringing people together to work out more satisfactorily their common needs. This is the kind of responsibility an executive has in connection with his board and his membership, and that any social worker may have in connection with his committees, or clubs or the public at large.

The term community has been used with a number of meanings. In teaching community organization, the authors have considered community as measured by the number, kind and

intensity of interests people have in common rather than the mere fact of their geographical proximity. Community then, from this point of view, varies greatly in its degree. The number of common interests people have, and the extent to which they are integrated is the measure of the development of community. The process of integration is constantly furthered through organization in various fields, economic, political, social, educational, religious. Associations of all sorts are developed to meet the varying needs of different groups of people. In the field of social work, the development of associations to meet needs is of special value because through this process community is being strengthened, and with a more intense common life is certain to come the solution of numerous social problems. Much of crime, poverty, and disease traces itself back to the more fundamental problem, the absence of a strong community spirit. Rigid social, economic and religious barriers breed lower standards of living and numerous social problems. Working with groups of people, helping them slowly to achieve group solidarity, may prove itself of as fundamental value as giving service to someone or some group.

A phase of group activity which needs further study is the effect on development of personality of relationships in associations. The present records contain no outstanding illustration of this though in several instances the student will feel that persons mentioned in these pages are receiving from their organization much more than they are giving. Case workers are frequently in touch with individuals who illustrate this point. The adjustment of personal difficulties which comes through recognition of oneself as a functioning member of an association, is a subject on which the social psychologist and the psychiatrist need to give us much more data.

These records contain illustrations of the integration of individuals, the intensifying of community and the multiplication of common interests of small groups of individuals as well as of larger groups. It was a community organization

problem to strengthen the common interests of the board of the Woodland Community Center as well as to organize the citizens of Ferndale to meet their common needs in the field of leisure time. The social work executive who regards service to certain citizens of Dale County through the program of the Red Cross as her sole responsibility, and neglects constantly to keep in mind the fact that the Red Cross is meeting the common interests of residents of Dale County and that a stronger and more far reaching association of these citizens is as much her problem as the aid to ex-service men, has failed in her work and is undermining the future of the Red Cross in that county. This is a community organization responsibility. It applies to her board, to her members, to her relations with the wider community. A settlement club leader is constantly faced with an opportunity to use organization methods in what may be termed an embryo community and the executive of a large agency may well consider his relations to his staff of somewhat the same nature.

These records may be used in various ways. In the classes at the New York School of Social Work each record has been assigned in connection with a series of questions, the purpose of which has been to bring out the methods used in the organization process and the strong and weak points involved. Records do not have to be stories of outstanding successes in order to prove useful as teaching material. Occasionally one learns by failure, and occasionally wrong methods of organization are helpful in bringing out some principle of organization. The following records contain illustrations of both successes and failures.

It is difficult to give credit to the numerous persons whose combined efforts have made it possible to present these community records. Some have been the work of several people; others are the result, to a large extent, of one person's effort. In every case, there has been constant criticism in seminar and class discussion over a period of several years. The second year students and staff in Community Organization, were in

constant touch with the development of the organization in "Woodland" and "Brocton". In the case of some of these records, the present form, unsatisfactory though it may be, represents the second or third draft of the material. "Woodland" in part, "Dale County" and "Brocton" are based on diary records which relate the experience and thought processes of the social workers involved.

Miss Lucy Chamberlain, a member of the faculty of the New York School of Social Work, has contributed much to the following records in writing some of them and in carefully revising most of them. It has been her constant emphasis on the advisability of putting this material in print that has resulted in the present volume. Mr. Leroy Ramsdell, also a member of the faculty, has contributed, in writing and in criticism, much to the present material. Miss Arlien Johnson, of the University of Washington, also at one time a member of our staff, and Mr. Robert Lansdale, at present of the University of Michigan, have contributed part of the material in these records. There are several social workers and numerous members of boards of directors whose help in reviewing the material has been invaluable. There have been frequent helpful criticisms and suggestions from numerous generations of students who have used these records in mimeographed form.

Walter W. Pettit.

New York School of Social Work.

INTRODUCTION

Social case work is now well recognized in one aspect. As it has been defined and practiced it relates primarily to individuals. Miss Richmond has defined it as follows: "Social case work consists of those processes which develop personality through adjustments consciously effected individual by individual between men and their social environment." Community case work has not been ignored, but until recently it has not been emphasized. Numerous case records of individuals are in existence. In this book for the first time are presented community case records in which the processes of community organization are carefully described step by step. These five records present in a rare way what actually took place in five communities of different types and presenting a variety of problems. These cases present an analysis of the community showing clearly the situation which the organizer had to face. They also present with extraordinary forcefulness what might be called the day by day photographic record of the occurrences in the processes of organizing the community. The difficulties met in the geographic situation of the place itself, the traditions and customs long established, the changes which were coming by reason of economic development, the clash of class interests, the prejudices, hatreds, ambitions and jealousies of the people who had to be organized as well as the successes and failures of the organizers are here clearly set forth.

These records ought to be of invaluable assistance by way of suggestion to all those who are dealing with the difficult problem of organizing the community for any purpose whatsoever. The clergyman honestly trying to face the community

in which he finds himself and to develop its organization for the improvement of human conditions will find these records invaluable. The social worker of whatever sort, whether it be family case worker, child welfare worker, juvenile protective worker, or recreation leader will here find principles clothed in flesh and blood for his edification and instruction. The teacher of community organization will find here teaching material of unique value.

Principles of community organization are produced only as the result of consideration of such cases. They cannot be deduced successfully without a careful study of just such records. Processes and principles naturally develop themselves as one carefully analyzes the records.

The present volume is the second in this series for social workers. Together with Professor Steiner's volume on *Community Organization* this volume by Dr. Pettit makes unique contribution to this hitherto neglected field in social work.

J. L. Gillin.

University of Wisconsin,
June, 1927.

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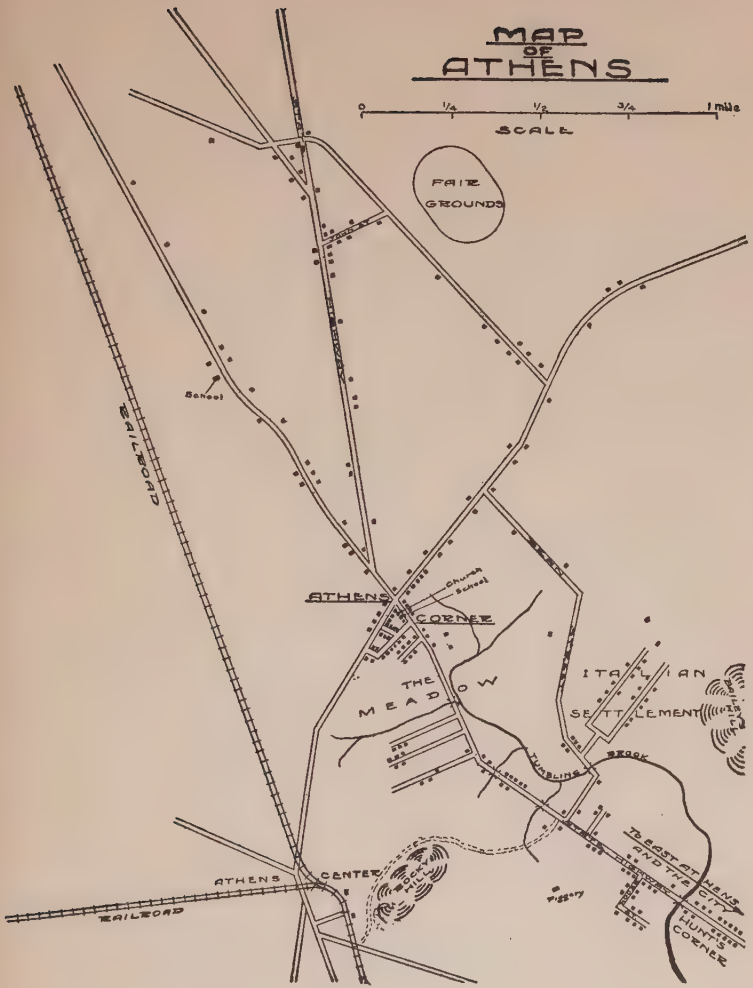
MAP OF ATHENS
0
1/4
1/2
3/4
1 mile
SCALE
FAIR GROUNDS
School
RAILROAD
ATHENS CORNER
Church
School
THE MEADOW
ITALIAN SETTLEMENT
TUMBLING BROOK
TO EAST ATHENS AND THE CITY
HUNT'S CORNER
ATHENS CENTER
ROCK HILL
Piggery
RAILROAD

ATHENS

Albert Robinson—A young high school teacher, just returned from college; later Secretary of the Brotherhood of St. Paul.

Mr. Nathan Andrews—An elderly neighbor of the Robinsons; trustee and deacon of Athens Congregational Church; Superintendent of the Sunday School; friend of Albert Robinson.

Mr. and Mrs. Merrill—Neighbors of the Robinsons and active workers in the Athens church, of which Mr. Merrill was a trustee. Mrs. Merrill, a past-president of the Ladies Aid Society; friends of Albert Robinson.

Mr. and Mrs. Jerry Ward—Son-in-law and daughter of the Merrills and also very active in the church; friends of Albert Robinson.

Tom Bolton—Storekeeper at Athens Corner; church trustee.

Lizzie Bush—Farmer's wife; friend of the Robinsons and the Andrews family; member Athens church and formerly an active worker.

Arthur Johns—Contractor living at Athens Corner; Treasurer and deacon of the church.

Mrs. Arthur Johns—President of Ladies Aid Society.

Elmer Johns—Brother of Arthur Johns, living on Johns Street a mile north of Athens Corner; steadfast supporter of the Athens church.

Charlie Bolton—Son of Tom Bolton; chairman of parish committee of Athens church.

Edwin Little—Friend of Charlie Bolton; active member of Athens church.

Fred Folsom—Mechanic; member Seventh Day Adventist church but active worker in the Athens church; became Albert Robinson's chief assistant; Financial Secretary of Brotherhood.

Warren Fields—Treasurer of Brotherhood.

Mr. Vernon—A shop foreman living at Athens Corner; not previously active in the Athens church.

Harry Brown—Neighbor of Elmer Johns; reliable member of Athens church.

Jim Farnsworth—Street car conductor living at Athens Corner; President of the Brotherhood; not previously active in the church.

Bill Foss—Neighbor and friend of Elmer Johns; had been an active worker in the Athens church in its early days.

Rev. John Bradford—Pastor of Athens church, 1918-1922.

Athens—A semi-rural suburb of Salem.

Salem—An industrial and commercial city of 75,000 inhabitants.

East Athens, Athens Center—Near-by suburbs of Salem.

Athens Corner—The social center of Athens.

CASE STUDIES IN COMMUNITY ORGANIZATION

ATHENS

A PROBLEM IN COMMUNITY ORGANIZATION

Part I—The Problem

On the late January day in 1917, when Albert Robinson came home from college, the people of Athens went about their business quite as usual. The artisans, clerks, and small business men who were the bread-winners for its three hundred families arose in the gray dawn, hastily swallowed their breakfasts and caught their regular trolley cars for Salem. During the half-hour ride to their day's work, they discussed with each other their plans for their gardens, the latest gossip about one of their neighbors, the probability of the city's finishing the new sewer to Athens Corner, the latest atrocity of the German submarines, or the prospects of the United States entering the War. The older children sat through the long hours in one of the four elementary schools in Athens or in the high school at Athens Center where Albert Robinson was soon to take up his duties as a teacher. Their minds were busily anticipating the coasting and skating which would follow the dismissal bell. The grocerymen from the stores at East Athens and Athens Corner distributed their orders and their gossip to the housewives. The women spent the afternoon shopping in Salem, making clothes for the children, calling on their neighbors, and making preparations for the late supper to which their families would sit down when,

long after the early twilight had deepened into dark, the men came home from the city. After supper, in most of these homes, the families gathered in the sitting room or the parlor to read the Salem Evening News and talk over the happenings of the day. Here and there a father went back to the city to a lodge or union meeting. A few young people went to Salem to a "movie" or a "show." From some of the homes around Athens Corner the older boys and young men gathered at the drug store for the evening round of story telling and "rough-housing." Soon after the last car from the city had deposited its two or three passengers at the corner, everyone was in bed. It was a typical day in the life of this small New England suburb.

Athens was on the frontier of urban civilization. The sewer system had not yet been extended to that part of the city. Nearly a third of its three hundred families had to walk from half a mile to a mile-and-three-quarters to the single trolley line, which extended only to Athens Corner. Some of the homes were not reached by the public water supply. The houses were farther apart than in other sections of the city; the open fields were more numerous and more spacious. Half a mile southeast of Athens Corner, two low, wooded, rocky hills, destitute of habitations, overlooked the state highway from either side, Bailey's Hill from the northeast, Rocky Hill from the southwest. Through the snow-clad meadows which lay between them, meandered Tumbling Brook deserted by the children who frequented its banks in summer.

Just where the brook crossed the state highway, a short mile south of Athens Corner, stood the house in which Albert Robinson had lived with his mother and sister for four years before he went to college. It was a large square residence which had been converted by its owner, a retired farmer, into a two family dwelling, the lower floor of which he occupied himself. The immediate neighborhood was fairly typical of all the local neighborhoods in Athens. From their front windows, the Robinsons looked out directly upon a large field running

back three hundred yards from the road to the edge of the woods that covered Bailey's Hill. This field was part of the modest estate of a retired business man. Adjoining this field on the southeast was a piece of property consisting of a strip of land running from the road to the woods and an odd-looking house which for years had not been occupied by any family which remained long enough to become a part of the neighborhood. Next came the property of a German-Swiss family which conducted a modest business on the premises, making sausages and other pork products. Next door to this family lived a family of old New England stock in which the father and two adult sons were all railroad men. Both of these families had lived here many years and the older children had been classmates of Albert Robinson in his early primary-school years. Altogether there were a dozen other families living between the brook and Hunt's Corner, an eighth of a mile nearer the city. Among these there were three retired business men, a market-gardener, two bank officials, a carpenter, a machine-shop foreman, a spinster school teacher and a laundry-wagon driver. Three of these families had lived in this neighborhood for more years than Albert Robinson could remember; and only three or four of them had been there less than five years.

From their northwesterly windows the Robinsons could look across the little valley of Tumbling Brook toward a cluster of a dozen houses,—some fronting on the highway, others on Brook street,—and, in the background, the wooded summit of Rocky Hill. In these houses lived a tailor, a carpenter, a butcher, a peddler, a machine shop foreman, a railroad shop machinist, and three or four casual workers. Most of these families, also, had lived in the neighborhood many years. Perhaps half of them owned the houses they lived in.

A visitor to Athens, walking northwesterly along the tree-lined highway from Albert Robinson's home, would have observed other houses, comfortably spaced, which sheltered other families representing the same walks of life as those in Robin-

son's immediate neighborhood. But after a brisk ten minute walk he would have found the array of habitations suddenly broken off by a flat, wind-swept meadow some three hundred yards across. At the farther edge of this rather cheerless stretch he would have abruptly found himself in the comparatively dense settlement of some seventy or more one- and two-family houses which immediately surrounded Athens Corner. In the two or three minutes which it would take him to reach the corner, he would have passed the weather-beaten Athens Corner school and the neat little Athens Congregational Church with its neat front yard falling off at its upper edge into a little gully used by some thoughtless neighbors as a dump. Athens Corner would have held his interest but a moment—two general stores, a drug store, a bakery, a cobbler's shop, a farm house, a variety shop, and a garage set irrelevantly about an open space ornamented by only a flagpole and a few telegraph poles. Spurning the avenue to the left and its trolley line back to civilization, the venturesome pedestrian, after two minutes walk on any one of the three roads leading off respectively to the east, the north, and the northwest, would have found himself in the open country. For a mile and a half he might walk on any of these roads, before reaching the city limits, without passing more than twenty-five houses. These were the homes of the pioneers—men who had fortitude enough to walk a mile or so through snow drifts on a cold dark winter morning to take the six-thirty or seven o'clock car to the city.

While Albert Robinson was away at college, his mother and sister had become active members of the Athens Congregational Church; and he found on his return home in the winter of 1917 that this new contact had drawn them into more intimate relations than they had previously enjoyed with some of their immediate neighbors. Foremost in this circle of neighbor-friends were Mr. Andrews and his two daughters, who lived in the next house up the avenue just be-

yond the brook. Mr. Andrews, a tailor by trade, was a little gray-haired man, past fifty, whose genial good-will, shining out through his eyes, lightened the weariness of his time worn face. This kindly mien was characteristic of him at all times except perhaps when some bigoted or selfish act on the part of an acquaintance had aroused his righteous indignation, or some new escapade of his wayward youngest son had made life seem more than usually puzzling. At such times he seemed just a tired little old man until he spoke. Then it became evident that there lived in this small weary body, a spirit that would grapple fearlessly with the worst that life could send against it, neither asking nor giving quarter. Mr. Andrews was a deacon of the Athens Congregational Church, a trustee in its parish, superintendent of its Sunday School, and an unfailing attendant at all of its services and meetings. Next to his fellowman and his church, he loved his garden, which was always one of the best in the neighborhood.

The elder of his two daughters was a milliner, the younger kept house for the family, the mother being dead. These two girls, both in their late twenties, were as earnest in the support of the church and its activities as their father. But they had not yet achieved the mellowness of thought which gave their father so much tolerance for human fallibility. The younger daughter was an active member of the Ladies Aid Society and a teacher in the Sunday School.

Mr. and Mrs. Merrill lived in a small house of their own on Brook Street. Their daughter and her husband occupied the second floor. Mr. Merrill was a tall, dark, powerful looking man of perhaps fifty years. He was foreman of the railroad machine shop at East Athens, and might be seen any week day morning at twenty minutes to seven striding down the avenue past the Robinsons' house puffing a straight-stemmed briar pipe. Mr. Merrill was a sober man of few words, thoughtful, sincere and righteous. He was a deacon of the Athens church and a trustee of the parish.

Mrs. Merrill was a short, plump, motherly woman with a

vivacity which had been tempered by years of experience. She was intelligent and capable. She was a member of the parish committee of the Athens church, and one of the most industrious members of the Ladies Aid Society of which she had been a president. Mrs. Merrill was influential in all the affairs of the church.

Her daughter, Mrs. Ward, though lacking the physical strength which was one of Mrs. Merrill's assets, nevertheless seemed to suggest the kind of woman that the mother might have been in her youth. Mrs. Ward was a lively, cheerful, little person with a nimble wit—the kind of young matron who is a favorite with the younger set. She, too, was an active member of the Ladies Aid Society of the Athens church, and a fairly regular attendant at church services.

Mr. Ward was a man of small stature, like his wife, and, though more impetuous, had somewhat similar traits of personality. He was employed as a machinist in the repair shop of one of the railroads terminating in Salem. One of his most vital interests outside his family was the shopmen's union, but he took a fairly active part in the affairs of the Athens church.

These were the friends whom Albert Robinson's mother and sister had acquired during his absence. They were not by any means strangers to him because all these families had lived in the neighborhood many years longer than had the Robinsons themselves. But the intimacy of relationships was new, and Albert quickly acquired a share in it. His naturalization was hastened by the fact that, having developed a keen interest in church activities at college, he fell naturally into the habit of regular attendance at the Athens church. Thus it was that, during the early months of 1917, he became familiar with the problem which for a year was to absorb nearly all of his leisure time and surplus energy. But his chief source of information and inspiration was Mr. Andrews.

The Athens church, Robinson learned, was having great difficulty in making ends meet financially. Although the church had about sixty members, the attendance at Sunday morning service was averaging less than twenty-five. Attendance at the Sunday evening service averaged perhaps twice as many, but included a much larger proportion of young people and non-members. Voluntary contributions received at these two meetings rarely amounted to fifteen dollars, more often to only ten or twelve. It was not usual for the non-attendant members of the church to make any contributions to its support. Rainy weather on Sunday would cut down the attendance and the contributions almost disastrously.

It had become the chief function of the Ladies Aid Society to raise the additional funds needed to balance the budget. Their methods were simple. The proceeds from an annual two-day fair in the fall usually sufficed to buy the winter's coal. A monthly or fortnightly supper and an occasional entertainment had provided the rest. In the winter of 1916-17, however, this program had proven inadequate. In the first place, the task had been increased by the decline of the Sunday collections to less than the fifteen dollars which the minister received for his two sermons. In the second place, the rising cost of living had increased the difficulty of persuading housewives to contribute food for the suppers, and the necessity of buying food reduced the profits. The Society had met this difficulty by increasing the frequency of the suppers until, in the spring of 1917, they were giving one every week. This, of course, had made the soliciting of food even more difficult, but, worse still, it had reduced the working force of the Society because only a few of the most devoted members were willing to work so hard. To Mr. Andrews it seemed that the church was approaching a serious crisis in its affairs.

"There must be something wrong," he would frequently say to Albert Robinson, "a church ought not to have to beg like this for support from the community. Are we on the

wrong track? Or is this community going to the everlasting bow-wows? Or is it that people don't feel the same way about the church as they used to? I don't know."

The last remark would always be accompanied by a despairing shrug of his shoulders. But presently they would fall to discussing the whys and wherefores of the situation and the possible avenues of escape. Mr. Andrews was almost convinced that the financial difficulties of the church were due to some inherent inadequacy in the Athens church itself which made it seem to the community unworthy of support. He sometimes wondered if drastic changes within the Athens church might not be necessary, but what the nature of such changes might be he could not himself perceive. More often than not he would come back to the conclusion that what their church needed was a revival of the spirit of brotherhood or fellowship among their own members which would make the church a fountain of good-will overflowing into the community and carrying some manner of blessing to everyone in the district. But again he would be puzzled as to how this revival might be accomplished.

There could be no dispute as to the fact that the Athens church was troubled by schisms, trivial perhaps, but demoralizing. For instance, there was some gossip current which imputed questionable if not immoral conduct to the pious Tom Bolton, local storekeeper and trustee of the church parish. There were others, too, whose reputations were the targets of wagging tongues. Then there was large, loud-voiced Lizzie Bush, trained nurse and wife of a farmer. Her self-conscious righteousness was always ready to speak out whenever anything anybody did seemed to her not just right. She attended church faithfully but had ceased to be an active worker when, several years before, the mothers of some of the girls in her Sunday School class had said some unkind things about her strict discipline. There were many enrolled members who never attended church services nor took any part in its affairs, for reasons which had ceased to be circulated by the

gossip mongers. But the most serious conflict was the strong undercurrent of opposition to Arthur Johns and his wife.

Arthur Johns was a contractor, of middle age, a deacon of the church and treasurer of the parish. He was a tall lean man of simple motives, ardent enthusiasms, and plain ideas. The church meant much to him and he apparently loved all that it stood for. Mrs. Johns was a beautiful woman, refined though not cultured, more subtle than her husband. She was president of the Ladies Aid Society at the time Albert Robinson came home. Both Mr. and Mrs. Johns gave much time to the church. The former frequently built the fire and swept the church on Sunday morning. Mrs. Johns always did her full share of the work at suppers and entertainments. They frequently gave the minister his Sunday dinner, and the present minister's predecessor had customarily spent both Saturday and Sunday with them. They had been devoted to him and now that he had gone to another field they were devoted to his memory. These facts would not have been disputed.

But there were people in Athens, many of them it seemed to Albert Robinson, who felt that Mr. and Mrs. Johns had too proprietary an interest in the church. Even their activity in behalf of the church was cited as evidence in support of the charge. The most outspoken advocate of this interpretation was Mrs. Bush, but the Andrews girls and Mrs. Ward sometimes voiced it in private. So did Albert Robinson's mother and sister. Although Mr. Andrews and Mrs. Merrill were more generous, Robinson accepted the notion that one of the chief reasons for the church's decline was that Mr. and Mrs. Johns were trying to run it and that the community at large disliked their management.

The internal division of the church was not, however, the only aspect of the Athens situation which was discussed in these frequent conversations between Mr. Robinson and his new neighbors. Mr. Andrews in particular, was much concerned about the standards of conduct of the young people of Athens. It was not that any considerable number of the

boys and girls were troublesome or mischievous. But some of the boys who lived around Athens Corner were accustomed to gather at the drug store in the evening, where they amused themselves with such fooling and "rough-housing" as boys commonly resort to for a good time. Occasionally the local gang would be augmented by visitors from East Athens. Sometimes some of the wilder spirits among the local girls would be there. One or two cases of petty theft were traced to boys in this group. Every now and then evening meetings in the church would be disturbed by a visitation of noisy boys running around the church knocking on the windows or running into the vestibules, but no one ever knew whether the local gang, or visitors were responsible. The local gang always attended entertainments at the church, simply changing the scene of their usual "rough-house" from the drug store steps to the church vestry. Few of this group belonged to the Boy Scout troop which had been organized by one of the young men in the church. It wasn't interesting enough for them. How to get hold of these boys and girls and bring them up with a reverence for the values which the church represented to him and with the uprightness of character which such a reverence betokened was the problem which puzzled Mr. Andrews. This corner gang represented to Mr. Andrews a breakdown of home control in the community, and a challenge to the church. It disturbed him to see the church making no headway in improving the situation.

More than once in the discussions between Mr. Andrews and Albert Robinson it was suggested that what the Athens church needed was a full time minister. For several years the church had been depending for its preaching services upon divinity students from a college twenty-five miles away. These men could only be in Athens for the Sunday services and could not therefore provide any help with the fundamental problems which the church was facing. Mr. Andrews and Albert Robinson were acutely conscious of the failure of preaching, alone, to make any impression on the ways of life

of the people in the community. They believed that one reason for the financial difficulties of the church was the fact that it was always asking help from the community, never giving the community anything. They felt that the church had come to such a state that people could not be expected to come to its services and that perhaps the only way out would be for the church to go to the homes. Pastoral service was what Athens needed, not preaching service. They were also conscious of a need for more effective leadership within the church. They were aware of their own inability to cope with the young rowdies of the community even when they got them into the church vestry for entertainment. Whatever games were played were given a boisterous turn by these lads. Strict authoritative control seemed the only way of preserving any kind of decorum at all, yet both Mr. Andrews and Mr. Robinson felt that this method of meeting the situation was bringing them no nearer to a permanent solution. The idea of having a permanent full-time minister appealed to them but it seemed almost an idle dream considering the financial condition of the church.

To Albert Robinson the church situation was the only serious social problem in Athens. Of course, there were problem situations in his own neighborhood of which he gradually became aware in much the same manner as he learned of the church problem. For instance, the people around Brook Street and Bean Street were frequently disturbed by some enforced contact with a small colony of Italians which had grown up almost in their midst, in a flat swampy pasture on Bean Street, a short walk from the state highway. This pasture had been laid out into house lots several years before and when the city began work on the extension of the city sewer to Athens Corner a dozen or fifteen of the Italian laborers working on the job, bought land here, drained it, put up shacks, and moved their families in to stay. The mere existence of this settlement was a thorn-in-the-flesh to the neighborhood. The sight of the dirty ragged children on the street

was enough to start the natives talking about the outrage of allowing such people to settle in a nice neighborhood. Judged by neighborhood standards, these children were certainly vulgar-mouthed urchins and unfit playmates for respectable children; perhaps they were even thieves as was frequently alleged. But if one of these virtuous neighbors had happened upon a group of these little Italians playing ball on a vacant lot in their own neighborhood, where they usually played, he might have discovered them to be not much different, at heart, from one of his own boys. None of the natives in Albert Robinson's circle of acquaintances ever ventured on such an expedition, however; and the Italian settlement remained for them one of the unsolvable but unavoidable problems of life.

Then there was Si Whittaker's pigpen, a vile smelling spot at the base of Rocky Hill, which was an annoyance to one part of the neighborhood or another whenever the wind was between the south and northwest. This pigpen drained into a tributary of Tumbling Brook and the neighbors insisted that it polluted the brook. But of course they never told Mr. Whittaker what they thought about it, nor did they ever petition the Board of Health to compel him to clean it up, for after all he was a neighbor and they could not avoid meeting him occasionally. Indeed many of them depended upon him for the ploughing of their gardens in the spring.

Other neighborhoods in Athens doubtless had other problems of a neighborhood character. None of these neighborhood difficulties, however, presented themselves to Albert Robinson's mind in the guise of opportunities for community leadership. The only situation which held his attention consistently was the problem of the church and its relation to the community.

There were other facts, however, which must have formed a background for Mr. Robinson's thinking without definitely focusing his attention. It is to be noted, for instance, that Athens was not politically autonomous but formed a part of

the city of Salem, an industrial and commercial city of seventy-five thousand inhabitants. East Athens, Athens, and Athens Center together constituted Ward Seven, which was represented in the city government by one alderman, three councilmen, and two members of the school committee. It would not have been possible, therefore, for the people of Athens to deal with their local problems by direct political action even if they had recognized any need for such action. Schools, playgrounds, police protection, fire protection, water, sewers, public health protection, street paving, etc., were all provided by the city as far as its resources would permit. All of these services were maintained by Salem at a standard of efficiency probably higher than in most American cities of its size.

Athens, being an outlying district, received less in the way of public service, of course, than more densely populated districts. The state highway was the only paved street in Athens. Although city water was available to nearly everybody in Athens, the sewer system was only just being extended to Athens Corner in 1917. There were only two fire companies in Ward Seven, one at Hunt's Corner and one at Athens Center, but both had been motorized. There was twenty-four-hour police protection at East Athens and Athens Center, but Athens Corner had only a night officer,—a man, by the way, who was highly respected and much loved by the people of that neighborhood. Two years later he died from influenza contracted while taking care of a sick family on his beat.

The three schools which most of the Athens children attended, were old wooden buildings. The teachers were well trained according to the rather high standards of the Salem School Committee. A nine-grade school was maintained at the Corner and two six-grade schools about a mile from the Corner to the northwest and the east respectively. All the children living south of Bean Street attended the finely equipped and well staffed grammar school at Hunt's Corner.

In all these schools the traditional curriculum was taught. None of the innovations of the present day had been introduced. The excellent high school at Athens Center was available to all Athens boys and girls who completed the ninth grade and many of them took advantage of this opportunity. In fact, several Athens boys were in college.

There can be no doubt that sickness was, at least occasionally, a problem for nearly every family in Athens, as it is for people everywhere. But if the death rate had been computed for Athens it would have been found lower than the average for the registration area. The infant mortality rate would also have been found below the average. Although there were no resident physicians in Athens, there were several in East Athens and Athens Center. If Albert Robinson's friends were a fair sample of Athens opinion, however, the people had little confidence in physicians. As for nursing service, when it couldn't be provided within the family it was usually supplied by neighbors. Not many families in Athens could have afforded to employ a trained nurse.

It would have been hard to find a single case of actual dependency in Athens. A few families would have been found who lived in so nearly a marginal state that a sudden misfortune such as sickness or injury would make them temporarily dependent. Such cases were always tided over their emergencies by voluntary contributions collected by some interested and sympathetic neighbor. Not infrequently the church would take the initiative in raising such funds. It should be noted in passing that there was an Associated Charities in Salem employing a capable but untrained woman as secretary.

The local facilities for recreation in Athens were very limited, but there were abundant resources in Salem. Athens had no theatres, no playground, not even a pool room. The only public meeting places were the church and the grange hall over one of the general stores. The only recreational activities provided locally were the entertainments arranged

by the church and the grange. The latter was a very active group which included several of the more active workers in the church. The activities of the grange were chiefly social and recreational. In Salem, on the other hand, there were a good library, several theatres, a Y.M.C.A., a Y.W.C.A., several public dance halls, bowling alleys, and all the usual forms of public and commercial recreation. In addition to these there was a city Music Commission which arranged every year an unusually fine series of concerts in the city hall auditorium which was equipped with one of the finest pipe organs in the country. It would be safe to say that the people of Athens were not conscious of any lack of recreational facilities.

These people themselves were nearly all from old New England stock. Scarcely ten percent of the population would have been found to be foreign born. Most of the men were artisans, clerks, or small business men. As there were no industries in Athens, these men rode into Salem in the morning and out again at night, almost always in the same car every day. In this way as well as through the church and the grange, they made acquaintances and friendships which reached across the limits of their local neighborhoods. Nearly every one of them had his garden in the summer time. Many of them kept a few hens. Here and there one had a cow. Few of them owned automobiles. Most of them had baked beans for supper Saturday night, and celebrated Thanksgiving by eating all they could hold of chicken or turkey, cranberry sauce, and pumpkin pie. Most of them attended a "movie" or a "show" in Salem once a week or once a fortnight. Practically all of them read the Salem Evening News from front page to last.

Such was the community to which Albert Robinson had returned from college. Besides his academic knowledge of physics, chemistry, mathematics, sociology, economics, and psychology, he brought back with him an interest in and

some practical knowledge about church work and community work. He had sung in the choir of the college church, and had had an active part in the management of the Young People's Society. He had been chairman of the Social Service Committee of the College Y. M. C. A. in which capacity he had assisted in managing a night school for mill workers and a mission Sunday School in a small poverty-stricken fishing hamlet where he had personally organized and supervised a potato club among the boys. He was, therefore, predisposed to be interested in the problem of the Athens church. He was planning, however, to pursue his education further in a graduate engineering school as soon as he had saved a little money. As he was not expecting to remain permanently in Athens, he did not contemplate taking an active part in the solution of the problems of the Athens church until Mrs. Merrill precipitated the situation for him, one Sunday early in May, by asking him to transfer his membership from his college church to the Athens church.

For a week Albert Robinson pondered this matter. He knew that he could not be satisfied to be a member of a church which was as decrepit as this one. He would have to do what he could to check its decline and restore it to a position of prestige in the community. This would involve several years' work. On the other hand, it seemed unlikely that he would be in a position to go on with his studies for at least two years. In the meantime he would be going to church services here, and he might as well be doing something to improve the situation. In the end he decided to join the Athens church.

Part II—The Solution

On the second Sunday in May, 1917, Albert Robinson told Mrs. Merrill that he would join the Athens church at the next communion service two weeks later. On the same Sunday he was invited by Arthur Johns to attend a men's meeting in the vestry the following Tuesday. Mr. Johns explained

that they were going to discuss the church situation and try to work out a plan by which the men could take a part of the burden of financial support from the women's shoulders. Young Robinson was annoyed to find that he was not to have the initiative in the movement for a better Athens church. He was tempted to ignore Arthur Johns' meeting. He didn't want to get himself involved in the following of Mr. and Mrs. Johns. Having formed the conviction that too much Johns management was one of the chief causes for the church's decline, he felt that this meeting would prove just another one of their schemes, benefiting the church little if at all. On the other hand, it seemed important for the man who was going to reorganize the church to be thoroughly familiar with all that was going on. With this thought uppermost in his mind, Robinson suppressed his chagrin and went to the meeting.

Seventeen men gathered in the church vestry that evening. The old guard of the church was there, of course.—Arthur Johns, his brother Elmer, Mr. Andrews, Tom Bolton, Charlie Bolton, Edwin Little, Mr. Merrill and Jerry Ward. There were also several men who attended church quite regularly but were not church members. Among these were Fred Folsom and Warren Fields. Then there were several men who were rarely seen in church, some of whom were church members while others were not. Most of this last group were strangers to Albert Robinson.

Arthur Johns explained the purpose of the meeting, giving a brief history of the financial difficulties which the church had been passing through. He then asked Mr. Vernon to describe an organization which he had told Mr. Johns about a few days before the meeting. Mr. Vernon lived near the Corner but he was not a member of the church and very rarely attended church services. He was a shop foreman, made a good living and was fairly well educated,—a quiet, genial person who was typical of the better class of Athens people whom the church leaders so ardently desired to interest

in the church. Mr. Vernon described the Brotherhood of St. Paul to which he had once belonged in a large church in another city. He passed around a little pamphlet which contained the constitution and by-laws of this organization, and described some of the activities which they had engaged in. It seemed to be a simple affair,—essentially a fraternal organization with Christian objectives,—and it sounded good. The men voted to organize a Brotherhood of St. Paul in Athens. Two committees were appointed from the floor; one to draft a constitution and by-laws, and the other to draw up a slate of officers to be voted on at the organization meeting, which was to be held June 4th.

The first committee consisted of Mr. Vernon, Albert Robinson, and Jerry Ward. Their task was easily accomplished by making the few necessary changes in the constitution and by-laws of the old organization to which Mr. Vernon had formerly belonged. The nominating committee consisted of Arthur Johns, Harry Brown and Edwin Little. Harry Brown was a machinist, perhaps thirty-five years old, who lived in the John Street neighborhood about a mile north of Athens Corner. He and his wife attended church with fair regularity, were usually present at suppers and entertainments, and were sincerely interested in the welfare of the church. Mrs. Brown was one of the active workers in the Ladies Aid Society. Edwin Little was a young man, just married, who lived at the Corner. He was an office clerk in a wholesale grocery house in Salem. His wife was an active worker in the Ladies Aid Society and both were members and regular attendants of the church.

On June 4th the group assembled again, adopted the constitution which had been drafted by Mr. Vernon and his committee, and elected the slate of officers presented by the nominating committee. Thirty-three men were present, all of whom signed the constitution, thus becoming charter members of the Brotherhood. It was decided that the Brotherhood should attend the Sunday evening church service in a body

on June 16th, at which time a public installation of the newly elected Brotherhood officers would take place.

The nominating committee had kept in mind the importance of reaching a larger group of men than that which was active in the church and had nominated Jim Farnsworth for president. Jim Farnsworth was a jovial street car conductor on the Athens line, about thirty-five years of age, well known to most of the men in Athens, and well liked by all who knew him. Being ambitious, he was carrying on a small but rapidly growing coal business in his spare time. He was one of the few men in Athens who owned an automobile. He was not present at the meeting but the nominating committee reported that he was interested in the Brotherhood project and willing to serve as its president.

The other officers elected at the meeting were Jerry Ward, vice-president; Albert Robinson, secretary; Fred Folsom, financial secretary; Warren Fields, treasurer; and Mr. Andrews, chaplain. Harry Brown was appointed chairman of the membership committee; Mr. Vernon, chairman of the initiation team; and Arthur Johns, chairman of the entertainment committee. Most of these men have already been introduced. Fred Folsom was an uneducated mechanic, of middle age, who worked in a machine shop in Salem. Both he and his wife Mary were tall and lank, plain,—even homely, —in appearance, but generous of heart and well endowed with Yankee shrewdness and wit. They lived near the corner not far from Mr. and Mrs. Johns. Mr. Robinson had gained the impression, however, that the Johnses rather looked down upon the Folsoms and that there was no love lost between these two families. The Folsoms were members of the Seventh Day Adventist church but attended the Athens church. Mrs. Folsom was an active worker in the Ladies Aid Society. Warren Fields, a bookkeeper in a Salem bank, was a quiet, unassuming, good-humored, young man who also lived near the Corner. He had a likable personality and was a diligent worker in the Athens church. This distribution of offices

seemed to indicate that Mr. Johns was not to dominate the Brotherhood as he had the church. This prospect pleased Albert Robinson and allayed his suspicions. He left the meeting feeling that the Brotherhood might become the agency through which he could reorganize the church.

Immediately after the organization meeting, the entertainment committee, under the leadership of Arthur Johns, began planning an entertainment to take place the last week in June. An illustrated lecture was arranged for this occasion. George Libby, a member of the Brotherhood who conducted a small orchestra in Salem, was persuaded to organize an orchestra consisting partly of local talent to furnish music for the entertainment. The evening was to begin with a supper served by the men with such help from their wives, mothers, sisters and daughters as was absolutely indispensable. After the lecture there would be games as usual. When the evening arrived, about one hundred and fifty people, old and young, attended, making the affair a success, both socially and financially.

In the meantime, the student minister had made plans to be married and had asked to be relieved of the pastorate at the end of June. What was the church to do for a minister? This question was discussed every Sunday after service and at every supper and entertainment. On one of these occasions the employment of a full time minister was first proposed by Albert Robinson and Mr. Andrews. The suggestion was not taken very seriously, however, and was ridiculed by Arthur Johns, the church treasurer, as entirely impracticable. Albert Robinson suggested, as an alternative, that the church be closed for the summer. This procedure, he argued, would allow everybody a much needed rest, and would give them time to consider the problem calmly and to work out intelligent plans for carrying through the next year's work on a more satisfactory basis. But this suggestion, likewise, was disapproved. Mr. Andrews despite his strong attachment to the church and his deeply rooted religious sentiments was inclined

to feel that Mr. Robinson's suggestion might be worth trying. Mrs. Merrill, Mrs. Bush and one or two others reluctantly admitted the soundness of the arguments. Fred Folsom was wholly in favor of the proposal. But Arthur Johns would not even consider it. The church had never been closed on Sunday since it was built, and to him it seemed scarcely short of heresy to propose that it be closed for the summer. The question was not brought up for official action but there was tacit agreement that an effort should be made to get a minister for the summer,—for the Sunday preaching services only, of course,—and failing that to carry on in any way possible even if it were necessary to get a different minister each Sunday. Arthur Johns by taking an uncompromising stand on the other proposals had made himself practically responsible for carrying out this program; and he found himself compelled to accept the second alternative of securing preachers week by week.

The little coterie of faithful workers stood by him, however, and labored diligently to keep the church open. They organized entertainments, suppers, and lawn parties which helped to swell the meagre funds available for the payment of the preachers. Albert Robinson, having come so recently from a larger and wealthier church felt keenly the lack of inspiration in the services of the Athens church; and, thinking that this might have something to do with the small attendance, he attempted to organize a choir for the Sunday morning service and a men's quartet for the Sunday evening service. The second project never actually materialized, because not enough men could be found who were sufficiently interested to practice regularly. The choir, however, became a reality, consisting of Frances Andrews and Rita Johns, sopranos; Mrs. Munster and Nancy Bush, altos; Albert Robinson, tenor and acting director; Jack Pierson and John Ferris, basses; and Nellie Robinson, organist. This little group began practicing regularly every Friday night and leading the congregational singing at Sunday morning service. In spite of

the poverty which prevented the buying of special music, in spite of the jealousy which Frances Andrews, Nellie Robinson and Nancy Bush felt,—and sometimes showed,—toward Rita Johns, the choir became established as a permanent group in the Athens church.

But this is anticipating the story. The second business meeting of the Brotherhood of St. Paul was held on July 3rd with an attendance of twenty-two. Jim Farnsworth, the president, was absent and Jerry Ward presided. Harry Brown, reporting for the membership committee, proposed the names of three men for membership. These applications were acted upon favorably. Mr. Vernon reported that the initiation team had worked out a ritual and was ready to proceed with the initiation of new members as soon as money was appropriated for the necessary paraphernalia. Arthur Johns, reported for the entertainment committee, that the proceeds from the June entertainment given by the Brotherhood amounted to eighteen dollars, and outlined the committee's plans for another entertainment in July. He also reported that the church treasury was depleted and asked that ten dollars be given to the church to help pay the minister the following Sunday.

There was some discussion of this request. It was pointed out that the Brotherhood needed money to purchase equipment for the initiation team. Mr. Johns and some of his friends argued, on the other hand, that it was unfair to let the women of the church carry the whole financial burden, and that one of the purposes, if not the chief purpose, for which the Brotherhood had been organized was the raising of money for the support of the church. It was finally voted to give the church ten dollars. After the meeting adjourned, however, several of the members continued the discussion. Albert Robinson and Fred Folsom were particularly outspoken in deprecating Arthur Johns' action. They both felt that it would be a fatal mistake to allow the Brotherhood treasury to be impoverished by continual grants to the church.

The third Brotherhood meeting on August 7th was not

much different from the second. Seventeen members were present; and, in the absence of both the president and vice-president, Albert Robinson presided. Harry Brown reported that the membership committee had not undertaken to interest any more new members because those who had been proposed at the last meeting had not been initiated. Mr. Vernon reported that the initiation team was being held up by lack of funds to purchase equipment. Arthur Johns reported the proceeds of the last entertainment twenty-two dollars, and asked that fifteen dollars be appropriated to the church for its current expenses. There was more discussion of this proposal than there had been at the previous meeting. The same arguments were presented by both sides, but the opposition was more outspoken than it had been the month before. The deleterious effects of the policy of turning most of the Brotherhood money over to the church was already beginning to show in the decreased attendance at the Brotherhood meeting, in the inactivity of the initiation team, and in the discouragement of the membership committee. The Brotherhood seemed to be becoming uninteresting. In the end, however, Mr. Johns and his friends carried their motion.

Albert Robinson discussed the situation with Mr. Andrews as they walked home from the meeting. Mr. Andrews was puzzled,—a victim of conflicting sentiments. Not so, Albert Robinson. He knew just what should be done. If Arthur Johns were allowed to continue his raids on the Brotherhood treasury for the purpose of paying his ministers, the Brotherhood would become just another appendage of Arthur Johns' church. The thing to do was to put a stop to the subsidizing of the church by the Brotherhood until the management of church affairs was placed in better hands. Under the existing policy, the church would never be any better off. It would only get worse. If the Brotherhood turned all of its money over to the church, the Brotherhood would be ruined and the church would be no better off in the end. What the church ought to do was to make itself self-supporting by giving the

community some real service. The sooner they all realized that, the sooner they would be on the way to establishing a successful church. And the sooner the Brotherhood treasury was closed to the church, the sooner everybody would realize that the policy of the church must be changed. Thus spoke impetuous youth! And if the elderly deacon did not approve, at least he did not discourage.

During the next month Albert Robinson expressed his feeling to Fred Folsom, Warren Fields, Jerry Ward, Mr. Merrill and one or two other members of the Brotherhood whom he knew were not close friends of Arthur Johns. Fred Folsom was enthusiastic for a "show-down." Jerry Ward approved. The others were sympathetic and promised their support if the matter were brought to an issue. Encouraged by these promises of support, Robinson resolved to prepare a resolution to be introduced at the next Brotherhood meeting.

September 4th was the date of the next regular meeting of the Brotherhood. Jim Farnsworth was absent and Jerry Ward presided. Fourteen members were present. Looking them over, Robinson counted his supporters,—Fred Folsom, Warren Fields, Mr. Merrill and Mr. Andrews. Jerry Ward was in the chair and wouldn't count. On the other hand, Arthur Johns, Elmer Johns, Tom Bolton and his son Charlie, and Edwin Little could certainly be expected to oppose his resolution. Harry Brown and Bill Foss were near neighbors and good friends of Elmer Johns, and John Ferris lived across the street from Arthur Johns. These three might be sympathetic but could hardly be counted on for definite opposition to the Johnses.

As soon as the minutes of the last meeting were read and approved, Albert Robinson requested the floor. The room became breathlessly still. Trembling with pent up excitement he read:

"WHEREAS, this Brotherhood has been repeatedly pressed to ap-

propriate funds to the support of the Athens church to the detriment of the Brotherhood itself; and

"WHEREAS, the management of the church affairs is not such as to win the confidence of the community; therefore be it

"Resolved, that no more money shall be appropriated by this Brotherhood for the use of the Athens church until the conduct of the affairs of the church has been altered so as to guarantee that such money shall be spent for the real benefit of the community."

For a minute or two nobody spoke. Then Arthur Johns arose. In a voice shaking with emotion he told the story of how this little band of Christians had labored that the children of Athens need not grow up godless. He recalled how these faithful workers had stood together through one crisis after another. He eulogized the women of the church, and asked if the men were going to sit by and let the women carry all the load, and so on. Concluding, he shook his finger in Albert Robinson's face and shouted, "We don't want any college boys coming in here and telling us how to run our church."

Robinson replied that he was entitled to consideration on his own merits in spite of the handicap of a college education. He pointed out that the church was not approved by the community at large and charged that this disrepute was due to the selfish failure of the church to serve the interests of the community. He argued that if the church would not do this the Brotherhood could and should. He cited the interest in the Brotherhood manifested at the beginning by many men not interested in the church and called attention to the fact that most of them had already been driven out by the policy of subordinating the Brotherhood to the church. He insisted that the church had no right to exist unless its services to the community were such that the necessary financial support would be provided spontaneously.

For an hour and more, the bitter argument went on. Arthur Johns was ably supported by his brother Elmer and by Bill Foss, an old member of the church who seldom attended ser-

vices. Albert Robinson was seconded by Fred Folsom. Mr. Andrews tried vainly to calm the turbulent disputants. At last, however, Albert Robinson, becoming convinced that the resolution could not be passed at that meeting, moved that action be postponed to a special meeting to be called for that purpose two weeks later, giving the members time to think about it. This motion was passed and the meeting adjourned.

Resolved to get the resolution passed at the next meeting, Robinson at once began electioneering. On the two intervening Sundays he talked to several members of the Brotherhood who had not been present at the last meeting and urged them to come to the special meeting and vote for the resolution. On the Sunday before the special meeting, he adjured his supporters to attend the meeting without fail. With his forces thus marshalled Albert Robinson confidently entered the special meeting on September 18th to find that the group was almost identically the same as that which had assembled two weeks before. There were one or two more friends of Arthur Johns. Worst of all, both Jim Farnsworth and Jerry Ward were absent and the duty of presiding devolved upon Robinson.

In due course the resolution was brought up again and the debate proceeded. The friends of Arthur Johns, however, were more voluble than the supporters of the resolution. Robinson, of course, could take no part in the discussion. The arguments presented against the resolution were essentially the same as those of two weeks before, but they were not opposed as vigorously. Time and again Robinson saw his followers let fallacious arguments go unchallenged. He saw his fight being lost through the incapacity of his lieutenants. Standing outwardly calm and inexpressive before the group, he seethed mentally with a conflict of his own. Should he resign the chair and take up the fight as floor leader? Or should he let events take their course? There were so many of those opposing arguments that he could have refuted. Why couldn't Fred Folsom or Mr. Andrews or Warren Fields see the flaws?

Why did they let the other side do the talking? Did Mr. Andrews and Mr. Merrill really want to see the resolution passed anyway? They had been leaders in the church for twenty years. But surely they were not satisfied with the policy that Arthur Johns stood for. Perhaps he had better give up the chair and get into the fight. But who should he give it up to? There was nobody in the group with as much parliamentary knowledge and experience as himself,—no one so competent to preserve parliamentary order in the midst of such a conflict. That being the case, he was certainly under some obligation to the group to remain in the chair. And Reed explicitly said somewhere in his Rules that it was a serious matter for the presiding officer to leave the chair and join in the argument,—justifiable only in most unusual circumstances. Obviously, then, the duty of a presiding officer was of a higher order than the duty of a factional leader. Thus idealism and doubt fought ambition and anger; and the former won. After two hours' discussion the resolution was voted down without a dissenting voice.

Albert Robinson left the meeting with a feeling of sadness, mitigated somewhat by the consciousness of a duty nobly done. Fred Folsom, alone, shared with him the feeling of defeat. Mr. Andrews, on the other hand, seemed lighter of heart and consoled him with the prediction that the matter of changing the church policy would not be dropped there. He declared that the discussion in these two Brotherhood meetings had cleared the air and results would surely follow. Events shortly proved that he was right.

On the following Sunday, a call was posted in the church for a special meeting of the parish to be held October 9th. The purpose of this meeting was to make plans for the coming year. The most immediate problem to be settled was the employment of a minister. After the special meeting of the Brotherhood, this problem became the principal topic of discussion after church services and whenever any of the church leaders got together. Throughout the summer Albert Robin-

son had been insisting that the church ought to employ a full-time minister. He argued that people wanted more from a church than two sermons on Sunday. Many people in Athens, he insisted, would appreciate the friendly counsel of a mature and understanding minister,—people who would not go to a church service from one year's end to another. They would pay for such service, too. These arguments were endorsed by the Andrewses, the Merrills, the Wards, the Folsoms, Warren Fields, Harry Brown, and several others. Arthur Johns and his wife were opposed to the idea, not because they thought that a full-time minister was not desirable, but because they were sure it would be impossible to raise the money. Remember that Arthur Johns was treasurer of the church and Mrs. Johns was president of the Ladies Aid Society. They were both in favor of trying to employ another college student to come down for the Sunday services.

The regular Brotherhood meeting on October 2nd was attended by only five members, Albert Robinson, Fred Folsom, Mr. Andrews, Warren Fields, and Arthur Johns. Plans for the coming year were discussed and several projects planned including the purchasing of special music for the choir, and securing a gas stove for the kitchen in the church vestry. It was decided that the Brotherhood would assume responsibility for one day of the two-day fair conducted annually by the Ladies Aid Society. The question of securing a minister for the following Sunday was brought up by Arthur Johns who said that he could not carry this responsibility any longer. Nobody else was willing to assume it, and the meeting broke up with the understanding that so far as anyone in that group was concerned the church would remain closed until a permanent policy was established. Most of those present felt that it would be a good thing for the church to remain closed until the people of Athens made up their minds that they wanted it enough to pay for it. The church did not close, however. In some way which was never made public the secretary of the State Congregational Society must have learned

of the state of affairs in the Athens church, for he sent a minister out to preach there on the following Sunday.

On October 9th Albert Robinson attended the special parish meeting by invitation of Mrs. Merrill. Fred Folsom and Warren Fields were also there. The first action taken by the meeting was to vote these three men and two or three others into parish membership.*

Next the meeting proceeded to discuss the problems confronting the church and the policy which it should adopt for strengthening its position in the community. The major question, of course, was: What kind of a minister should they get? The same old arguments were presented pro and con but after discussing the question for an hour, the parish decided to make an effort to secure and finance a full-time minister. It was decided to ask the minister who had preached the preceding Sunday to fill the pulpit, if possible, until a permanent minister was secured. Albert Robinson was appointed chairman of a committee to secure a minister. The other members of his committee were Fred Folsom, Mrs. Merrill, Frances Andrews and John Ferris,—all progressively minded. Fred Folsom was made chairman of a committee to canvass the community for pledges toward the support of the minister when he should be secured. Albert Robinson and Harry Brown were the other members of this committee. Finally, Albert Robinson, who had come prepared for some such outcome as this, pointed out that these committees would need some tangible evidence of the new purpose of the church. He then read a statement which he asked the meeting to adopt as its official statement of the new policy. In substance it was a declara-

* The parish in a Congregational church is the business organization. It is incorporated, holds title to the property, and transacts all the financial business of the church. Although the membership of the parish and the membership of the church are largely the same, one may be a member of either without belonging to the other; and membership in one does not automatically convey membership in the other. The parish elects the trustees who are the legally responsible agents, and the parish committee which plans activities. In most small churches all policy decisions of importance are made in an open meeting of the entire parish.

tion of faith and a pledge to the community. It expressed the belief that genuine Christianity should always be manifested in community service, and pledged the Athens church to make service to the entire community its paramount aim. This statement was adopted and ordered posted on the church bulletin board.

"There, Bert," said Lizzie Bush, with evident satisfaction, at the conclusion of the meeting, "now you have everything the way you want it."

And so it seemed also to the youthful optimist who had shaken the Athens Church out of its fatal routine. His first step was to consult the members of his committee and other members of the church including Arthur Johns, as to the advisability of asking the State Congregational Society for help in finding a minister. He learned that the Athens church had quarreled with the State Society some years before and since that time there had not been close coöperation between them. It was suggested, however, that this new committee might get on better with the Society, since none of its members had been concerned in the old disagreement. Accordingly Albert Robinson called on the secretary of the State Society, whose office was in Salem, and had no trouble in arranging for his committee to meet with a committee of the Society to discuss the needs of the Athens church.

This meeting took place late in October, and the Athens representatives were very cordially received. The State secretary remarked upon the absence of any familiar faces among them and asked what kind of a revolution they had been having in the Athens church. In the discussion which followed the representatives of the State Society showed every disposition to be helpful, not only in helping the Athens church to find a minister but also in granting home mission aid. The importance of the Athens field was brought out by the State secretary, who stressed particularly the absence of any other churches in the immediate vicinity. He anticipated that there would be considerable difficulty in finding a minister for this

church because so many of the available men were enlisting in war activities. With regard to financial help nothing could be promised until the budget for 1918 was adopted. Disappointed but not disheartened the Athens delegation went home to wait for the State Society to find a minister for them.

In the meantime the canvassing committee had made plans for a house to house canvass to secure pledges for the support of a full-time minister. Fred Folsom was to canvass the neighborhood around Athens Corner; Harry Brown, who lived on John Street, was to take the northern section of the community; and Albert Robinson was to cover the southern section. Each was to carry a subscription paper. They planned to explain the new plans and purposes of the church at each call, emphasizing the value to the community of having a full-time minister who would have the time and the ability to do real pastoral work. Questions would be answered and each householder who was willing to contribute was to be asked to place his name on the subscription list, writing beside his name the amount he would contribute each week. In consultation with Arthur Johns a plan was worked out for providing each subscriber with a package of fifty-two numbered envelopes, the number on each pack being registered in the treasurer's book opposite the name of the subscriber to whom it was given. This scheme, they thought, would insure accurate accounting of the subscriptions which were placed in the contribution plate. Collectors were to be appointed to call once a month for the contributions of those subscribers who did not attend church. All this was to be explained to each householder, also. Finally, every person called upon, whether he subscribed or not was to be invited to come and hear the new minister when he should arrive, and to get better acquainted with what the church was trying to do. Three years later the Inter-Church World Movement was to make the "every member canvass" a byword of ministers throughout the land, but in 1917, these plain Athens workingmen had to invent it for themselves.

During November and December the canvassing committee proceeded to carry out these plans. All the regular church attendants were signed up first, being approached after church services. Most of them increased their customary contributions to fifty cents a week,—a considerable contribution for many of them. Harry Brown never did much actual canvassing in his district but Fred Folsom eventually covered part of this territory. Although Folsom and Robinson made many calls they never actually completed a canvass of the entire community. By the first of January, however, they had secured fifty subscriptions totalling five hundred dollars a year. Later on they increased the list considerably.

Early in January the secretary of the State Society advised Mr. Robinson to get in touch with John Bradford, a resident of Salem who had been forced by ill health to retire from the ministry eight years before after twenty-five years service. Mr. Robinson immediately got in touch with Mr. Bradford and arranged for an interview. Thus the youth of twenty-four found himself listening to the story of the man of forty-five and trying to judge of his fitness for the post which was so important to the life of Athens. Mr. Bradford explained that his physician had told him that he could safely take up active ministerial work again if he began in a small church where the work would not be too arduous. He appreciated the financial limitations of the Athens parish and said that he would be willing to start work there at twelve hundred dollars a year. The State Society had promised him three hundred dollars of this amount. He promised to sell the house in which he was then living and move to Athens as soon as a suitable house could be found for him. He was entirely in sympathy with the community service policy of the Athens church as Mr. Robinson outlined it to him. It was agreed that he should preach at Athens the following Sunday, which would give him an opportunity to get acquainted with some of the people and to learn more about

the situation at first hand. On that occasion he agreed to come again two weeks later.

In the meantime Albert Robinson's committee talked with various members of the church to determine their impression of Mr. Bradford. The only criticism of him was Mrs. Johns' disappointment because he read his sermons. Everybody conceded that he had a fine pulpit presence. He was tall and broad shouldered. His large handsome face was strong but not hard. His sermon was interesting and well delivered if not thrilling. Before and after service he radiated good humor and sociability. Everybody liked him. Mr. Robinson's committee fully appreciated how fortunate they would be to get a man of Mr. Bradford's experience at so small a salary. Feeling that the real need in Athens was good pastoral work, they discounted Mrs. Johns' objections to his reading his sermons. They decided to recommend him to the parish, and a special meeting of that body was called the first week in February to receive the committee's report.

At this parish meeting the conservative forces made their last feeble struggle against the employment of a full-time minister. There was no serious question as to Mr. Bradford's fitness for the work. But Arthur Johns was sure that the parish could not raise enough money to pay a minister twelve hundred dollars a year. He said the most they had ever raised in a year was seven hundred dollars and that was during the ministry of Mr. McKeen (the student minister to whom Mr. and Mrs. Johns had been so devoted), the best minister the church had ever had. The committee, on the other hand, urged that something must be done,—that the church could not afford to go back to the old plan of employing a college student for its ministry. They pointed out that subscriptions to the amount of more than five hundred dollars a year had already been secured, which with the three hundred dollars to be given by the State Society, would leave only four hundred dollars more to be raised. Albert Robinson and Fred Folsom

expressed confidence that, with a good man serving the church on full time and making pastoral calls in the community, they could quickly increase the subscription lists sufficiently to cover this difference. The members of the parish were naturally hesitant. This was the most ambitious venture they had ever contemplated. But in the end the recommendation of Mr. Robinson's committee was adopted. Even Arthur Johns, though still doubtful, withdrew his opposition and the parish voted unanimously to call Mr. Bradford to its ministry. The treasurer was authorized to borrow one hundred dollars at once, and another hundred, if necessary, in order that there should be no delay in paying the minister's salary in case contributions did not come in rapidly enough during the first month or two. The die was cast and an earnest group of people departed to their various homes to ponder the momentous step they had taken.

Mr. Bradford began his ministry the following Sunday, and within the week Albert Robinson had published his coming to every home in the community. He drafted two letters which were mimeographed for him in the commercial department of the high school. The first, which went to every householder in the community, read as follows:

"Athens Church
February 15, 1918.

Dear Neighbor:

"We take pleasure in announcing the acceptance, by Rev. John Bradford of Salem, of a call to the pulpit of the Athens church. Mr. Bradford comes to fill a long existing vacancy in the ministry to this community.

"Mr. Bradford comes to lead this church in working out its recently adopted policy of community service. In these times of spiritual stress, it is not well for any community to be without a pastor. We are bringing Mr. Bradford here primarily to be the pastor of this community; to minister to the sick, to bring comfort to the bereaved, and to give spiritual guidance and strength to all who feel the need. We wish you to feel that he is at your service regardless of what your religious affiliations or beliefs may be.

"In Mr. Bradford's behalf, we bespeak your most earnest coöperation and support, and, granted this, we look forward to a pleasant and profitable rejuvenation of our community life through his ministry among us.

Very sincerely yours,"

The second went to every person who had promised to contribute to the support of a full time minister:

"Dear Friend:

"We take the liberty of calling your attention to the enclosed letter, a copy of which is being sent to every family in our neighborhood, and of reminding you of your subscriptions to the support of our minister. Mrs. Jerry Ward, Mr. Edwin Little and Mrs. Andrew Jenks have been appointed collectors in their respective neighborhoods. About the first of March they will collect such subscriptions as have not been paid in for the month of February.

"This is in no way a reflection upon those who have pledged their support, but is simply a business expedient to insure us our regular income for the minister's salary, and to relieve those who have subscribed of the responsibility for turning in their subscriptions. It goes without saying, that this system will never be pressed so far as to cause any hardship.

"You will soon receive a packet of numbered envelopes. The number corresponds to a number opposite your name on our subscription list. Please make all contributions in these envelopes, and thereby make certain that you will be duly credited with all contributions.

"Thanking you for your coöperation and support, and hoping that our action will meet with your approval, we remain

Cordially yours,

The Committee on Pledges."

With the mailing of those letters Albert Robinson ceased to have any official responsibility in the direction of church affairs and became simply one of the lay leaders upon whom the minister relied for getting things done. During the first three months of his ministry, Mr. Bradford made two hundred and fifty calls in the community. By the end of that time he was acquainted with and known to practically everybody in Athens. With the assistance of his wife he proceeded to reorganize the church activities. A Christian Endeavor

Society, a Men's Bible Class, and an Emergency Service Guild were organized during these three months. The last mentioned was a group of the younger women organized by Mrs. Bradford to provide social life and recreation for its members and to take over part of the work previously done by the Ladies Aid Society. The Brotherhood and the Ladies Aid continued to function as they had in the past.

During this time Albert Robinson was not entirely happy. He was no longer the central figure in the situation. He didn't think the new minister consulted him as often as he had a right to expect. He seemed to have lost his place in the sun. He was a deposed leader. There was nothing he could do about it, however, except to do the small things which fell to his lot as well as he could. He labored with the choir. He made a choir loft on one end of the platform by stretching a silk curtain waist-high across the front and setting the organ crossways at the end of this curtain. Inspired by "Twenty Years at Hull House" he talked to the Christian Endeavor Society on missionary work and applied his talk to the duty of the Athens church toward the Italian settlement nearby. As secretary of the Brotherhood he edited a news letter which was mimeographed and sent every two weeks to every Athens boy in the Army and Navy. Worthwhile tasks, these were, but lacking in the prestige and power which had been his for the last few months.

Then to his great joy, at the annual parish meeting in April, he was elected chairman of the parish committee, superseding Charlie Bolton who had held that office for two years without doing anything. A whole new world of activity opened before his imagination. The whole program of the church was now his responsibility. He had a good committee, too. Fred Folsom and several other new members had been elected to it. Most of the reëlected members were people who had backed him in his fight for a new policy. Get them organized for effective work. That was his job. Make the parish committee a real executive committee for the church and

make the church a real force in the community! That was a task to his liking.

But first there was the big community supper to be managed. That would require the combined efforts of all the organizations and leaders in the church. The community supper was Mr. Bradford's idea,—a good idea. His purpose was to develop a new attitude in Athens toward the church activities in general and toward the church suppers in particular. It was his theory that the church ought at least once a year to give a supper to the community,—a supper to which everybody would be invited and for which nobody would be expected to pay a cent. It was a new thought, and everyone in the Athens church was pleased with it.

Early in May, therefore, the Athens church played host to its community. Three hundred people filled the vestry of the little church to capacity. A sumptuous supper was served by the Ladies Aid and the Emeregncy Service Guild. The leaders of the various church organizations made short speeches outlining their plans for the next year. There were speeches by the secretary of the State Congregational Society and representatives of two of the large Congregational churches in Salem. The supper was followed by an amateur entertainment. After the entertainment people stood around in little groups and talked,—some of them old friends who had not seen each other in months or even years. It was such an affair as Athens had never seen in the memory of the oldest resident.

That was the last great event in Athens in which Albert Robinson had a part. Early in June he was called to the colors, and turned over his responsibilities in the Athens church to Fred Folsom. A few months later he was stricken with influenza at an army camp, and died.

Part III—The Sequel*

The first year of Rev. John Bradford's ministry in the Athens church was illuminated for the parishioners by the success of several enterprises which they undertook under his leadership. The Brotherhood purchased a small printing press which was installed in an attic room in the church steeple. With this equipment Fred Folsom and one or two of the younger members were able to print a program for the Sunday Services which included a calendar of events for the coming week and various special announcements. With the Brotherhood again taking the initiative, the men of the parish refinished the vestry, covering the walls and ceiling with wall-board and making that basement room for the first time, a really attractive meeting place. Most encouraging of all, however, was the success of their major experiment,—the employment of a full-time minister. Within three months from the beginning of Mr. Bradford's ministry the attendance at Sunday services had increased fifty percent, and many new faces were noticeable in the audience. From the first Mr. Bradford won the support of everybody in Athens, regardless of denominational affiliations. In the fall of 1918, this community support was recognized by changing the name of the church from Athens Congregational Church to Athens Community Church. By the end of the first month, weekly voluntary contributions had become sufficient to pay the minister's salary. Of the one hundred dollar loan authorized at the parish meeting in February, 1918, only forty dollars was used; and that was repaid during the year.

* In the foregoing pages has been given the story of Albert Robinson's attempt to reorganize the Athens church as revealed in his personal diary. An endeavor is made to preserve his point of view throughout. In what follows, the point of view is, necessarily, different. Furthermore contacts with the situation have been so casual that much of the personal detail which characterizes the first two sections is lacking and the thread of the story of subsequent developments can only be dimly traced.

In spite of the inroads made upon its working force by military enlistment and the influenza epidemic, the parish raised and spent over sixteen hundred dollars for all church purposes. At the end of the year they voted to retain Mr. Bradford at an increase of three hundred dollars per year. With these achievements behind them, they came in an optimistic mood to the second annual community supper in April, 1919.

From the columns of the Salem Evening News is gleaned the following account of that event:

"The second annual Community-Get-Together supper of the Athens church was certainly a gala occasion for this growing community. Places were laid for about two hundred. The tables were laden with all the famous edibles for which the Athens community is so to be envied and every seat at the tables was taken, when the pastor, Rev. John Bradford, called them to order and invoked the Divine blessing. Music for the occasion was furnished by Libby's orchestra of seven pieces.

"At the post-prandial exercises which were conducted by the pastor, the reports from the various societies of the church were read, and without exception these showed a wonderfully inspiring condition of affairs in this church. Mr. Bradford recalled the similar gathering of a year ago and pointed out in a most pleasing and delightful manner the way in which the church had responded to the many calls that had been made upon them and how loyally they attempted to carry out the program laid out for the past year. He then introduced the various speakers of the evening, first calling upon Rev. James Mitchell, Secretary of the State Congregational Society, who made a most earnest plea for the community at Athens to hold on to Mr. Bradford and his estimable wife and not allow some church from Massachusetts or elsewhere to get him away from them. Rev. Donald MacIntosh brought the greeting from the First Congregational Church (in Salem) in a very able address. Maitland Curtis of the Second Congregational Church (Salem) paid a very high tribute to the activities of Mr. Bradford not only in his own church, but in the civic and social life of the City and State. R. S. Blake spoke briefly in commendation of the work at Athens. Just as the meeting was to close after the pastor had spoken of the needs of the church and its ideals for the coming year among which was the acquisition of new pews, Mr. Maitland Curtis arose and asked permission to speak once more. He stated that he and Mr. Blake

had been considering the matter and had come to the conclusion that they would become responsible for five pews each. Mr. Alfred Bissell (a local man) drew forth a five dollar bill and challenged others to meet this for raising the needed sum. Something like thirty responded to the challenge and nearly half enough for this great project was realized then and there. The decorations of the newly finished vestry were tasty and beautiful and on the whole everyone went away feeling that this was the most delightful evening that the people of the Athens community had ever spent."

The purchase and installation of the pews was apparently the outstanding achievement of the Athens Community Church during the second year of Mr. Bradford's ministry. Although this improvement added immensely to the attractiveness of the church auditorium, there is no evidence that it stimulated any further increase in attendance beyond that achieved during the first few months of the preceding year. Mr. Bradford himself felt, however, that there were spiritual gains in the community which were not reflected in church attendance. He felt that some of the inter-family and inter-neighborhood jealousies which had flourished in Athens before he came had partially given way to a community-wide feeling of unity. He felt that the people of Athens were beginning to show some realization of a common responsibility for maintaining high standards of conduct in their everyday relationships with each other. He had become a member of the Athens grange and during this second year negotiated an agreement with this organization that the church and the grange would mutually avoid scheduling meetings or entertainments on the same night. Although some of the church members were also members of the grange there had been in the past considerable rivalry between these two organizations, and this coöperative agreement was, therefore, a distinct achievement.

At the third annual community supper, in April, 1920, a drive was launched for the building of a parsonage. Upon this ambitious project, the energies of the Athens Community

Church were concentrated for the greater part of the next three years. The money was raised by entertainments and by borrowing from building and loan associations. The plans were drawn by Arthur Johns. Most of the labor was done without pay by men and women of the community. Every organization in the church contributed something. The Emergency Service Guild, for example, raised the money for the fireplace. The Ladies Aid Society made the window curtains and filled the linen closet, and so on.

In the Salem Evening News of May 2, 1921, we find the following account of the early stages of this project:

"The 'News' today presents to its readers the first picture that has been taken of the new parsonage of the Athens Community Church. It also shows in connection with it the church where such remarkably successful work has been accomplished in the past three years under the leadership of Rev. John Bradford and his most efficient wife.

"The past year has been by far the best that the church has ever known and at the annual meeting, April 14, it was noted that all reports pointed to a steady but rapid growth all through the year. From April 1, 1920, to April 1, 1921, the church had made a net gain in membership of thirty-five and the Sunday School and church attendance had shown even greater growth and activity. The assurance is made by several members of the community that this past year is but a sample of what the devoted, consecrated and united people can do and will do in still a larger way in the coming years.

"It was on the 13th of November, 1920, that the people assembled at the lot selected on Forbes Street and with appropriate ceremony broke ground for the building which in the language of the pastor on that occasion was to be a 'house which may serve as the home of the minister of this church for many years, but also a place where that minister representing the church as agent and ambassador of Almighty God shall make it the center of the home life of the community. My hope is that this house when completed in the spirit of perfect community coöperation shall come to mean increasingly year after year a place where all shall find a haven and welcome. I would that the aged and infirm might come to this home for comfort and cheer and help in their loneliness and infirmity. I pray that it may become a home where the unfortunate and the sin-cursed shall find refuge and a guiding hand to lead them back from sin

to paths of righteousness and virtue. I want this to be a home where children shall love to come because the spirit of love and helpfulness and toleration is here. Yes, may this become a home to every last one of the members of the community because here shall ever be found a hand to help, a voice to advise, a heart to love.'

"The committee in charge of the erection of this beautiful church home are William Foss, as chairman, Arthur Johns as superintendent of construction, Ivan Nesmith, Harry Brown, Nathan Andrews. The interior arrangements are ideal for a home of this sort. On the first floor are the commodious hall, the very large living room with fireplace, which was donated by Mrs. Bradford's class of girls, the dining room and the model kitchen. On the second floor are located the pastor's library with built-in bookcases, sewing room, bath, and two large sleeping chambers. There is ample room for two or more additional chambers should future contingencies make this necessary.

"It is felt by all that this parsonage will aid in a very material manner the work of this church which is so far reaching in its activities. The people of Athens are to be congratulated on the splendid community spirit they are showing and on the hearty response they are giving to the leadership of their pastor."

The completion of the building, however, did not end the labors of the parish; for there were loans to be repaid and interest charges to be met. At the same time the running expenses and the benevolences were increasing. The minister's salary was raised another three hundred dollars a year. The church budget for the year April 1, 1921, to April 1, 1922, aggregated $3,100.00. The following few sentences written in a letter to a friend, February 8, 1922, by a resident of Athens, give a brief but vivid picture of the methods by which these obligations were met:

"They had a big crowd last Thursday night at the supper and entertainment. The men gave the entertainment. It was a mock trial of the 'Great Chicken Case.' They cleared $85.00, don't you think that was pretty good? There must have been over three hundred people in the vestry. They are going to have another supper the sixteenth and the men are getting some kind of a sketch ready for the entertainment part of it. Then the second of March the Guild will have their 'Vanity Fair,' when they hope to make a hundred or over and after this it will be easier for a while. They have to

raise $500 by March 1st in order to get that $2000 without interest. It appears to be in sight now if nothing happens."

During these last two years Mr. Bradford had been receiving attractive offers from other churches. In January, 1922, when he was considering one of these offers, the Salem Evening News published a brief summary of his work in Athens. Although it was several months later that Mr. Bradford finally left Athens for a larger church, one may accept this news story as an approximate measure of the progress of the Athens church during his four and one half years of ministry:

"Mr. Bradford has been an energetic worker in the religious life of Salem for a considerable time. He has been pastor of the Athens church for four years and that church has grown to be one of the most thriving in Salem. It is well supported and the church building is modern in every department. Recently a parsonage has been completed and the financing of it has been admirably cared for by the members of the church.

"The benevolences of the church have increased tenfold since he began his work and there has been a constant increase in the church's activities. The membership is constantly increasing, and the Sunday School is very active, the church boasting of the only girl scout troop in Salem and also one of the leading troops in the Salem boy scouts organization.

"Several times Mr. Bradford has concluded to resign his pastorate but in every instance he has been persuaded to remain as the church's leader.

"He is a member of the executive committee of the Salem Ministers Association and is active in other religious organizations.

"He has so actively devoted his attention to duties that his present church is a power in the community in which it is located.

"Mr. Bradford has raised his voice on many occasions for any principle that it is his belief was best for the community and State. He has been fearless in his work and always a ready worker."

Our last picture of Athens is taken from the records of a brief personal visit in November, 1924. As a successor to Mr. Bradford the church had secured a scholarly widower, somewhat over sixty, who was living alone in the parsonage.

It was evident that he was lonely and felt that the organization work of the Athens parish was too strenuous for a man of his years. He was receiving fifteen hundred dollars a year, three hundred of which came from the State Congregational Society and the remainder from voluntary contributions. Other expenses of the church and the parsonage were paid from the proceeds of suppers and entertainments managed by the various auxiliary organizations of the church.

There were three new organizations of this type which have not hitherto appeared in the story. One of these, the Dorcas Thimble Society, was composed of fourteen elderly ladies who met at each other's homes to sew. They sold their productions at an annual bazaar and turned the proceeds over to the church. The second organization, the Johns Street Annex, was a group of twelve younger women who assisted the Ladies Aid Society in caring for the church and the parsonage. The third, the Men's Club, had taken the place of the Brotherhood of St. Paul. The Men's Club consisted of about twenty-five middle-aged men, with Elmer Johns as president, and was very active. It had conducted a field day at the fair grounds on Labor Day which was a great community affair. Mr. Johns was still treasurer of the church but Mrs. Johns was no longer president of the Ladies Aid. That office was being much more happily filled by Mrs. Jack Pierson, wife of the local baker. All the activities of the church and the auxiliary organizations seemed to be carried on with abundant enthusiasm and with the conviction that a bright future lay ahead of them.

On the other hand, although the community was growing steadily, the attendance at religious services was not increasing. The minister felt, however, that probably the people of the community were subscribing more equally and in larger numbers than formerly, even though they were not coming to church services. Any social affair, he said, filled the church to capacity,—an indication that it had become quite genuinely a social center for the community. Even some of the

Italians, he said, attended the social affairs. The outstanding leaders of the community, however, as enumerated by the minister, included few names which have not already appeared in the story. They were the same people that Albert Robinson had struggled with,—but they were exploring new horizons.

Outside of the church there were some significant changes. The sewer, which was being started when Albert Robinson came home from college, had been completed to Athens Corner. Many new homes had been built. There was a new garage across the street from the church. Most striking of all was the new Grange Hall,—an attractive $10,000 building with kitchen and dining room in the basement, and a dance-hall, auditorium and stage upstairs. On the other hand, there were many respects in which the community had apparently not changed since Mr. Robinson's time. The school building next to the church was as shabby and unsightly as could be. Nothing had been done to improve the appearance of the square at Athens Corner. The Italian settlement seemed to be about as Mr. Robinson must have known it. The corner gang was still congregating around the drug store at Athens Corner,—new boys and girls, but the same old habits. Among the newcomers in this group were Elmer Johns' own daughters.

Shall we say that there were no results of Albert Robinson's struggle to create a community church in Athens? Certainly there are few tangible results,—a few new pews, a new parsonage, one or two new organizations, nothing more. Are these the measure of community growth? Or must we also take account of the new horizons?

References

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Maciver, "Community," Macmillan, book I, chapter II.

Brunner, "Churches of Distinction in Town and Country," Doran.
Lindeman, "Community," Association Press, chapter IX.
Hart, "Community Organization," Macmillan, chapter XIII.
Cooley, "Social Organization," Scribner, chapters II, III.

QUESTIONS

1. Discuss Mr. Robinson's activities under
   a. Plan of procedure.
   b. Investigation.
   c. Analysis of situation.
2. Analyze Mr. Robinson's qualities of leadership.
3. Discuss Mr. Robinson's reactions at the meeting of September 18th.
4. Point out Lindeman's ten steps as they appear in the record.
5. What conditions in Athens make for difficulty in organization work? What conditions make organization simple?
6. What are the chief problems in Athens which might be solved by organization?
7. Assuming that you are a teacher in Athens, draw up a plan for developing some community organization.
8. On your list of social problems of Athens, check the needs which have been met at the end of the record.
9. What was the motive of the church in changing its name?
10. List the steps in Mr. Robinson's attempt to develop a community organization. Where are the weaknesses?
11. Was Albert Robinson a community organizer, or a community leader? What is the difference?

BROCTON

CENTROPOLIS—A rapidly growing city.
SUMMERVILLE—A township near the city in which are:
SILVERCREEK—A wealthy suburb of Centropolis, and
BROCTON—A village of middle class and working people.
THE SUMMERVILLE NEIGHBORHOOD ASSOCIATION, located in Brocton, but supported by the women of Silvercreek in its early years, and more recently by the Welfare Fund of Silvercreek.
MISS MARY SMITH—Executive Secretary of the Summerville Neighborhood Association.
MRS. JAMES—President of the Association and a resident of Silvercreek.
MRS. REED—Member of the Association Board; resident of Silvercreek.
MRS. DAVIS—Member of the Association Board; resident of Silvercreek; officer of the Welfare Fund.
MRS. MARDONIO—Member of the Association Board; resident of Brocton.
MR. LEONTI—Resident of Brocton; lawyer; later member of the Association Board.
MR. AND MRS. HAYHURST—Boys' and Girls' Workers in the Association.
MR. STEVENS—Minister of the Congregational Church, Brocton.
MR. MCGUIRE—Prominent lawyer, Brocton; later President of the Association.
MR. HOFMEIER—Prominent business man, Brocton; later member of the Association Board.
FATHER CORTELLI—Pastor, Our Lady of Pompeii, Brocton.
FATHER CLAYTON—Pastor, St. Mary's, Brocton.
MISS VAN WERT—Poormaster, Brocton; member of the Association Board; lives on boundary of two villages.
MR. FERBER—President of Brocton Village.
DR. JAMESON—Board of Health Officer, Brocton.
MISS MOORE—Principal of Brocton School.
MISS TAYLOR—Social Worker who made organization study of the Association.
FATHER MEAD—Director, Centropolis Catholic Charities, who made study of Brocton.

BROCTON

I

Silvercreek in Summerville Township is one of the most attractive suburbs of the rich, rapidly growing city of Centropolis. Fifty years ago Silvercreek was a dense forest to which as the years passed a few writers and artists were attracted because of the natural beauty of the place and its comparative isolation. The Reed family at one time owned most of the forest. One of the more ambitious members of the family organized a real estate company, advertised Silvercreek as a restricted residential development, secured greatly improved commuting service, and behold the transformation of the quiet little original colony into a wealthy, beautifully housed, exclusive suburb of four thousand souls. The descendants of the original families still live in Silvercreek and, with the Reeds, the Reed-Smiths, and the Reed-Joneses, form a kind of inner circle in the social life of the village, serving as directors of social welfare organizations and trustees of religious bodies, setting the newer residents whose wealth is usually more recently acquired, a generous standard of contributions. So much for Silvercreek with its modern school, attractive station and plaza surrounded by stores, its silver-toned chimes on the town hall, its colorful gardens, winding avenues and general atmosphere of luxury.

Like Cinderella, Silvercreek has a step-sister, the neighboring village of Brocton, three miles away. Most of Brocton was also formerly owned by the Reed family but the fairy godmother of this family neglected Brocton. Both villages are part of Summerville Township, the rest of which is still

unincorporated though rapidly being developed as an extension of Silvercreek. Brocton with its rocky hills, beautiful stream, old forest trees, and winding roads, might have been developed into an even more attractive suburb than Silvercreek. Brocton started wrong, and no one has in any way attempted to interfere with the natural growth of its population, or its varied individual preferences in architecture. The little village, built around one or two small industries at the time Silvercreek was a forest, gradually grew as tradesmen and servants from Silvercreek and other suburbs, attracted by the cheapness of homes, settled there. Originally the village was predominantly Irish, but Italians and still more recently negroes have come, until Brocton now numbers 3,500 persons. That part about the Church of Our Lady of Pompeii, of which Father Cortelli is pastor, resembles an old-world village. Three and four-story apartments of wood cling to the rocky hillsides where steep paths ascend through vineyards and little orchards, while in the narrow streets Joes and Rosas play as happily as they did back in sunny Napoli. St. Mary's, Father Clayton's church, is an attractive stone structure overlooking the entire village and is surrounded by smaller buildings, among which are the rectory, the parochial school and the Knights of Columbus building. The only other churches in town are a negro Baptist chapel and a small Congregational church.

The township of Summerville has in addition to the village schools of Brocton and Silvercreek two independent school districts, each with a large school building surrounded by adequate grounds. One of these districts provides a four year high school course—as does Silvercreek, though Brocton has only the eight grades in its one school building and offers but limited play space about the schoolhouse. Children who desire to continue their high school work are sent to the schools of Centropolis or to one of the smaller suburban high schools near Brocton.

II

In the summer of 1908 a Mrs. Mardonio, an intelligent Italian widow living on a very small income, together with another woman with some ability as a leader, became convinced that the most important social problem in Brocton was the care of young children whose parents were employed in the homes of Silvercreek and on neighboring estates. These two women decided to start a day nursery, and with but little assistance or encouragement began to collect funds. On holidays and Sundays they opened a stand on the Drive which passes through Brocton and Silvercreek, linking Centropolis with the hill and lake country to the south, and here lemonade and other beverages were sold. It is a tradition in Brocton that Mrs. Mardonio, armed with a tray of tinkling glasses, and a fanatical belief in the efficacy of day nurseries, permitted few city cars to pass without levying toll. Gradually other Brocton women joined these two crusaders. A Brocton Day Nursery committee was formed with Mrs. Mardonio as chairman. This committee conducted a series of raffles collecting ten cents a ticket from members of the Italian colony. Next a room was rented, some equipment given or purchased, some volunteers enlisted, and the day nursery started. This was the first effort of Brocton people to unite on a program in the social service field. The first year proved discouraging. Brocton women had no help to relieve them of home responsibilities, nor had they much experience in leadership. The volunteers had no training and took little responsibility; Mrs. Mardonio had to supplement her own income with an occasional position in the city, and when she was away affairs at the nursery did not progress satisfactorily. Rent was not paid and a considerable bill was owed the local groceryman.

During this time several Silvercreek women, among them Mrs. Reed, having learned of poverty and sickness in the

families of their servants living in Brocton, had formed an organization called the Summerville Charities. This association had a small fund for emergency relief, and its volunteer members did some friendly visiting among the poor in Brocton. Very soon after the organization of the Brocton day nursery the ladies of the Summerville Charities became interested, and when the financial situation in the nursery became involved they suggested that the two organizations be united as the Summerville Neighborhood Relief Association. Apparently the Brocton women who had been interested in the day nursery acquiesced in this plan, recognizing the advantages the Silvercreek ladies possessed. Just outside the business center of Brocton was an old farm house on a hill back from the road, and this building was acquired by the Summerville Neighborhood Relief Association. Some neighboring property suitable for a small playground was presented to the association by Mrs. Reed, whose family also owned the more valuable property between the farm house and the business street. In this old fashioned building which came to be called the neighborhood house the nursery was installed, a club room was provided and later on another large room was added which served as a makeshift gymnasium for little boys.

III

During the last sixteen years there have been many ups and downs in the work of the Summerville Neighborhood Relief Association. Various activities have been started and dropped. Some have been taken over by the village of Brocton. Countless volunteers have driven over from Silvercreek to give numerous hours of devoted service. Many of these have grown discouraged, others have found home duties and social duties interfering, a few have moved away, and a very few continue to give their services. Among the latter is Mrs. Mardonio, the only Brocton woman added to the twenty-seven Silvercreek board women at the time the Summerville Chari-

ties and the Brocton day nursery were combined to form the Summerville Neighborhood Relief Association. Meanwhile, regardless of changes in program or personnel, a procession of baby carriages has been pushed up the hill each work day through the years, and mothers have departed to spend the day in Silvercreek kitchens. Silvercreek women have regarded these happy, well fed children of several races and colors as a tangible evidence of their own efforts and as justification for the financial support given them by their husbands and friends.

The fact that the board was almost entirely made up of Silvercreek people is not difficult to understand. There was little material for leadership in Brocton and such as existed was unknown to Silvercreek women. The women on the board grew to be very much interested in the activities of the organization. Most of them served on various sub-committees. They gave card parties and dances in Silvercreek to keep the nursery running and for such relief as was needed. They grew to be a rather close group of friends. The volunteer case committee gave much time to visiting homes and much discussion over treatment of cases resulted. There was no sewing taught in the school and a committee carried on classes for Italian girls in dressmaking. Another committee organized a Saturday morning play class. A house committee and the day nursery committee completed the organization in its early days. No budget was drawn up, and it was frequently necessary to raise additional funds toward the end of the year. Silvercreek was wealthy, however, and these board members represented the older group of residents having both social position and wealth.

At one time a committee was organized to do school nursing. Later the Board of Education took over this work, and the Association then organized its visiting nurse service. At another time some of the women decided that the Italian men and women should be given an opportunity to learn English and night classes were opened in the neighborhood house for

them. A real need apparently existed, for the attendance was good. After a short demonstration period, the school board took these classes over and is now running an evening school for adults. Still later the village trustees voted a small appropriation to carry on a playground during the summer months on a piece of rented land. This came as a result of a successful children's playground which the Association had supported for several summers.

A committee of the Association, hoping that the sewing classes might be incorporated in the program of the Brocton public schools, secured permission to conduct them in the school building. The committee, however, was unable to enforce discipline and the disorder caused by the pupils was so great that Miss Moore, the principal, requested the Board of Education to cancel the permit for the classes, and in consequence they were transferred to the neighborhood house.

At another time it seemed to the Association that the Brocton public school should open a kindergarten as had been done in Silvercreek. The public school was overcrowded, so the Association offered the use of a room in the neighborhood building free to the Board of Education. This offer of cooperation was declined. Some years before a kindergarten had been opened in the school for a short time. According to Miss Moore some of the Italian mothers had given false ages for their children and the Board of Education found it was running a day nursery.

Sometime during this period the name of the Summerville Neighborhood Relief Association was changed by omitting the word, "relief." At various times during the past decade workers of one kind or another who lived in the neighborhood house have been employed by the board. Sometimes a worker has specialized in club work, again in case work, and more recently one has termed herself a community worker. The volunteer committees have kept up their work through the years, coöperating with the paid worker when they could, but bringing about her resignation when serious friction de-

veloped. The salary offered was low and until recently no trained social worker was employed.

IV

In 1921 several husbands of board members came together and agreed that the work of the Summerville Neighborhood Association should be put on a more stable basis, that a budget should be adopted and that an annual financial campaign should be run to cover not only the budget of the Association, but also the budget of the only other philanthropic enterprise supported entirely by Silvercreek people, a home for delinquent girls known as the Reed Memorial Home. The young women who came to this home were sent by the social agencies of Centropolis, and were not from Silvercreek. The board of the Summerville Neighborhood Association which at this time consisted of twenty-six women held a meeting and adopted a budget of $12,000 for the year 1922. The president of the board, a very capable woman who had doubtless done more efficient work than any previous officer, was asked to take the position of executive secretary. At this time the executive had an assistant who lived in the house and had charge of clubs, but knew nothing of case work. During the summer this club worker ran a playground. She worked well with the volunteer club leaders though she took no responsibility for planning their programs. In addition there were the two employees of the day nursery and the visiting nurse, each responsible to a committee of the board.

With a budget of $12,000 it soon became apparent that some more highly centralized organization was necessary. Up to this time each committee had been a law unto itself, had made its own program with the nominal approval of the executive committee, and had been largely responsible for raising its own finances. The Welfare Fund, as the Silvercreek men soon called their financial organization, suggested that the executive secretary be made responsible for the work

of the various committees. The former president was an efficient woman, but it soon became apparent that an executive with much more technical social work training and experience was needed to work out the problem of organizing a staff of four workers and numerous volunteers, and to plan for possible expansion into new fields. There was a fairly large building available for activities and the building was not being used to capacity. Neighboring social agencies demanded that the Neighborhood Association should do adequate case work if it continued in that field. Besides these problems, there existed the problem of rendering intelligent coöperation to a County Court, a County Children's Association, a County Board and a County recreation program. The Neighborhood Association employees and volunteers were absolutely unused to considering the work of the Association as a unit. The fact that they had not yet learned to coöperate with one another caused constant confusion in their contacts with the workers of other agencies. In addition to all these problems there were at this time some Association members who felt that it was altogether too easy for mothers to shift the responsibility for their children upon the Association, paying but ten cents per child a day for their care. Inasmuch as no trained case worker had been employed the investigation of a family's actual need for sending the children to the nursery had been most casual.

At the close of 1922 the board faced a number of difficult situations. The executive secretary finding the work too difficult became ill and resigned. A new secretary had to be secured. Many of the women felt that there was opportunity for much improvement in standards. They had practically no equipment in the house, the club worker had gone, the visiting nurse was overworked and none of the untrained workers previously employed had kept the position more than a few months. The basis for admission of babies to the Association's day nursery was being criticized. A social worker from Centropolis after making a study of the club work of the Asso-

ciation had written a most unfavorable report, in which she stressed the necessity for attempting to develop the children's own initiative in all club activities. She cited the case of one volunteer club leader from Silvercreek who paid the children of her club five cents apiece to carry from her automobile into the house materials she had brought along for their use. In discouragement several of the board resigned.

Another difficulty developed over the adoption of a constitution. The old day nursery and the relief society had each had a constitution. At the time they were united a new constitution may have been adopted. No one remembered, and certainly no copy of it was to be found. At any rate it was generally felt that the changes occurring through the expansion of the work and the support of the Welfare Fund warranted a new constitution. Mrs. James and another woman, both board members, were appointed a committee to draft a constitution. The husbands of both these ladies were prominent lawyers in Centropolis, and their wives persuaded them to give considerable thought and time to the proposed constitution. The new constitution provided among other things for a reduction in the board from 26 to 11 members and centralization of authority in the executive secretary rather than in various committees. There was much discussion of the proposed organization changes, but finally the constitution was rejected and Mrs. James' fellow committee member, as well as several other ladies, resigned.

V

It was about this time that Miss Mary Smith was employed by the board as executive secretary. Miss Smith was a trained social worker with experience in family case work and community organization in small towns. During her first year as executive secretary of the Summerville Neighborhood Association she found that her most difficult problem was her board. There was still much bitterness from the two recent

divisions of the board. Personalities entered into situations to such an extent that the board rarely considered a matter on its own merits. The board represented Silvercreek; its problem was Brocton. This problem was usually a matter of doing something for the other fellow. The Association belonged to the Silvercreek women; the building was theirs and countless hours of effort had been devoted to the problems of Brocton. There was little opportunity of discovering what Brocton thought of the Association, or what Brocton wanted done. Except for Mrs. Mardonio the thinking element in Brocton never met the members of the board. Miss Smith was fully conscious of the enormous educational problem she had to face in her board. She succeeded in securing the adoption of a carefully itemized budget. It was made clear that she was to be responsible for all expenditures and all staff changes.

A much simpler problem was to bring the various activities up to standard. The nurse was exceptionally good, but was overworked and was planning to leave. This nurse had been especially successful in her relations with the health officer of the village, Dr. Jameson, a temperamental but very efficient person, always on the defensive with regard to Brocton, and most bitter regarding the "useless philanthropists of Silvercreek," as he termed the ladies of the board. Miss Smith secured a promise from the nurse that she would remain if a full time assistant nurse were secured, which was done.

Miss Smith introduced efficient case work methods, and took from her untrained volunteers some of the more difficult cases with which they had been working, each time providing another activity for them so as to keep their good will and interest. One of Miss Smith's first tasks was to get in touch with neighboring social work organizations and secure their help with the promise that henceforth there would be intelligent coöperation.

Perhaps the most interesting task Miss Smith accomplished during this first year and a half was the establishment of a close relationship with Miss Van Wert, the village poormaster.

The story of the use of Brocton poor funds is too long to tell here. Good natured Irish officials in the past had dispensed several thousand dollars a year mostly to Italians. Father Cortelli of Our Lady of Pompeii had protested that the Italian population was being rapidly pauperized. There had been much discussion and political dickering until the advent of Miss Van Wert, who became a village tradition. She was a member of a very old and much respected family and lived on the border line of Silvercreek and Brocton. Although her social and financial status was similar to that of the other ladies of the board of the Neighborhood Association, she nevertheless identified herself with Brocton, entered the political campaign, secured the $500 a year position of poormaster, saved the village much money, and was accepted as a definite part of the political machine. Miss Van Wert dressed in severely tailored clothes. She had a quick, decided manner and a marvelous sense of humor. She recognized the need for case work in connection with the relief work of her office, and very soon she and Miss Smith found themselves working together. Miss Smith investigated applicants for village relief and Miss Van Wert invariably postponed action until she received Miss Smith's recommendation. Where treatment of a family was required the case was turned over to Miss Smith. Miss Van Wert was finally added to the board of the Association though she was not regarded with favor by several of her fellow members.

Miss Smith secured a good matron for the nursery and after careful investigation of the families sending their children was gradually able to cut the attendance down from an average of thirty-five to an average of twelve. This met with much criticism, especially from Mrs. Mardonio, who regarded Miss Smith and her methods with suspicion, believed her to be hostile to the nursery, and interpreted this reduction in the attendance of the nursery as an indirect effort to secure its elimination.

One of Mrs. Mardonio's chief complaints against Miss Smith

was with regard to two boys' clubs which had been meeting for several years in the neighborhood house with Mrs. Mardonio as their leader. There had been so much confusion in the organization and management of clubs in the house that Miss Smith had attempted to systematize this work. Mrs. Mardonio asserted that the boys were hers and refused even to discuss their club programs with Miss Smith. Later Mrs. Mardonio transferred the clubs to her own home. During the winter of 1923-24 several of the volunteer club leaders of girls' clubs departed for Florida and another became ill, so that their clubs had to be disbanded. Out of these club girls a strong girl scout troop was organized and before spring Miss Smith had three other well organized clubs meeting at the house. The study of the recreation activities previously mentioned had suggested the payment of fees by club members. This plan was introduced, but much objection was encountered. One group of boys after paying 17c demanded a division of their funds and on being refused, threatened to wreck the house. They did do five dollars worth of damage, but failed to get their seventeen cents.

Miss Smith persuaded the board to employ trained recreation workers for the fall of 1924, and Mr. and Mrs. Hayhurst came to Brocton. Mr. Hayhurst had had experience in boys' work. He was a student in sociology at the University of Centropolis and was to give half time to the boys' work of the Neighborhood Association. Mrs. Hayhurst was to devote full time to the girls' work and to assist Miss Smith. Both Mr. and Mrs. Hayhurst were young and well liked. Miss Smith was desirous of securing the coöperation of Brocton for Mr. Hayhurst, so before engaging him, she went to the Board of Education and to the village trustees and explained why he was being brought to Brocton. She secured the promise that his work would have the approval as well as the support of some of the men of Brocton. It was hoped that in this way Brocton might be encouraged to take responsibility for some of the work of the Association. The members of the school board in-

terviewed seemed to feel that there would be little difficulty about using the school building evenings. Miss Smith was so optimistic over the outlook that she wrote Mr. Hayhurst an enthusiastic letter regarding the probable backing of the best elements in Brocton for his program.

VI

In the summer of 1924, before Miss Smith left for her vacation, she heard rumors that Father Cortelli was planning the construction of a parish house to serve as a recreation center for the Italians of the village. No one seemed willing to give the complete plan to Miss Smith. She felt certain that Mrs. Mardonio was in part responsible. The ladies on the board reassured her by asserting that nothing would happen among these Italians, and asserted that Mrs. Mardonio's bark was worse than her bite.

At any rate, on Miss Smith's return in September, she and the Hayhursts found a large building nearing completion next door to Our Lady of Pompeii. Mr. Hayhurst soon learned that Father Cortelli was planning to center all Italian work in the parish house under the supervision of Sisters. In November, though the building was not completed, he forbade his congregation to use the neighborhood house and it became his practice to read from the pulpit on Sunday morning a list of the parishioners who failed to obey him. Mr. Hayhurst learned from Mrs. Mardonio and from Father Cortelli that there was some feeling that the neighborhood house might be used for proselyting, but the immediate objection was with regard to a dance to which the Italian girls had gone. At this dance, according to the priest, there had been some laxness in supervision. The Hayhursts asserted that the mothers of the Italian girls had been invited, and in every instance permission of the girl's family had been requested before the dance. Father Cortelli's English was so poor and Mrs. Mardonio so evasive that Mr. Hayhurst never knew exactly what had been wrong

about the dance. Apparently Father Cortelli felt that all dancing should occur under parochial auspices.

Inasmuch as most of the club members who came to the house were Italian children, the action of Father Cortelli was most successful in securing a boycott of the neighborhood house. Although through the years so much had been done for the children at the house practically everyone deserted at this time, and the only club members left were one or two groups of colored children.

Moreover Mr. Hayhurst found that the anticipated coöperation of the Board of Education was not forthcoming. At a meeting the Board of Education formally refused to permit the Association to use the school building, giving as an excuse the evening classes being held there.

Mr. Hayhurst was more successful in organizing an advisory committee on boys' work. The first meeting, in the middle of December, 1924, was attended by Mr. McGuire, an influential Brocton lawyer, a leader in the Knights of Columbus, Mr. Hofmeier, a successful Brocton business man active in the Congregational Church, Mr. Ferber, the president of the village of Brocton, Mr. Leonti, a young Italian lawyer who was a member of Father Cortelli's parish, and two young Silvercreek men identified with the Welfare Fund. Mr. Hayhurst in his diary described this meeting thus:

"We agreed to adopt the most effective way of meeting the need for recreation, even if this should mean giving up the work we have been doing at the neighborhood house and devoting our efforts to assisting other organizations to solve their leadership problems.

"Mr. McGuire gave us a very clear picture of the work of the local Knights of Columbus. He said that their gymnasium was open for boys in the afternoon, but that no provision for leadership had been made. One of the gentlemen from Silvercreek, apparently somewhat anti-Catholic in his attitude, appeared to be unwilling to discuss plans which would not center at the neighborhood house and for which direct credit might not go to the board of the Association.

"At the meeting it was agreed that two of the committee members would approach the members of the school board in an effort to have

them reconsider their decision regarding the use of the school gymnasium."

During the period of difficulty with Father Cortelli, Father Clayton of St. Mary's maintained sympathetic relations with Mr. Hayhurst, and though the Knights of Columbus building served his own parishioners adequately, he recognized the need which existed among the Italian children for recreation opportunities. He attempted to persuade Father Cortelli that it was a mistake to forbid his children to use the neighborhood house so many months before the completion of the Italian recreation center, but Father Cortelli seemed not to be convinced. However, either through Father Clayton's representation of the situation, or through other local influence Father Cortelli modified his position somewhat, and in a conference with Miss Smith late in November said "I do not approve of clubs, but if those above me in the church say it is all right to have them I shall bow to their authority. The responsibility will not be mine." Miss Smith thereupon went to the Catholic Charities in Centropolis and secured the cooperation of that organization. Father Mead was sent to make a study of the situation in Brocton. His conclusions were presented in the form of a letter to the parish priests concerned, a copy of which was sent to the board of the neighborhood house. In this communication he stated certain principles of community organization. If these principles were followed by both the board of the neighborhood house and the pastors, he thought it possible that coöperation might be brought about between them. Father Mead said that the neighborhood house should not confine its recreation program to work done in the building, as it had to a great extent in the past, if it wished effectively to meet the need for recreation. He also made an interesting suggestion in these words: "In regard to such work as the parishes themselves attempt, e.g., boy and girl club work, boy and girl scouts, etc., the Neighborhood Association should not compete but should endeavor to assist,

as for example, by proffering the services of its own personnel in whatever measure it may be possible to do so."

Mrs. Mardonio at first felt that Father Cortelli and incidentally herself had been indirectly subjected to criticism in the above report. She announced that her opposition to the work of the house with boys' and girls' clubs would continue and that no information would be forthcoming regarding the program to be followed in the parish house of Our Lady of Pompeii. Father Cortelli, who was making every effort to improve the condition of his parishioners, soon realized the absurdity of this attitude, and within a short time Mrs. Mardonio announced to the Hayhursts that she and the parish were in accord with the plans of the Association. Any doubt in Father Cortelli's mind as to the coöperation of the house was dispelled by Mrs. Hayhurst who previous to Holy Week consulted him as to the activities which should be carried on at that time in the boys' and girls' clubs. Later Mr. and Mrs. Hayhurst were invited to be present at the opening dance of the parish house. This was in May, 1925, just previous to the termination of the work of Mr. Hayhurst for the Association. Though the building was far from finished, yet the weather was warm enough so that the condition of the building in no way interfered with the success of the party. The party was described by Mr. Hayhurst in his diary:

"We found a crowd of two hundred, a high percentage of all of Brocton's Italian young people, attending a dance organized by a club of their own, dancing in a hall built largely by their own efforts to the music of their own orchestra. The hall is spacious and almost an ideal dance floor, has a good stage in front with dressing rooms, is well planned for moving pictures, and would make a large basket ball court. Then in addition there are club rooms and the gymnasium below; a plant which with equipment and leadership can serve the Italian population very adequately even if that population should increase. I noted the presence of as many girls as men, something very unusual for an Italian dance. Because it is their own and connected with their church the girls are allowed to come out in the evening. Several mothers sat on the side lines and beamed upon all

comers. As I danced and watched I visualized some of the recreation possibilities which are almost within the grasp of Brocton. It stands upon the brink of an almost ideal recreation situation if those who proclaim their interest are really big enough to repress their prejudices and take the few steps necessary to insure that the boys and girls and older people shall have an opportunity to work out their own salvation. Skillful recreation leaders responsible only to a local representative group could help the Italian people to solve their problems, aiding the upper portion of the town (around St. Mary's) to develop activities in the Knights of Columbus Hall; and in the same way these leaders could stimulate the group that centers its interest in the Congregational church to use their church for activities; and finally the recreation leaders could correlate all these interests thus bringing about a wholesome interaction between groups through an All-Brocton organization."

VII

Quite a space of time elapsed between the fall of 1924 when Mr. and Mrs. Hayhurst's clubs were practically unattended because of the opposition of the pastor of Our Lady of Pompeii and the above entry in Mr. Hayhurst's diary in May, 1925. Miss Smith and Mr. Hayhurst, the board of the Association and the leading people of Brocton spent considerable time during the winter of 1925 in what Miss Follett would term "interpenetration." There had been numerous amicable disagreements, some rather deep but temporary regrets at changes in the time-honored practices of the Summerville Neighborhood Association, some prognostications of disaster and a few resignations.

There was much evidence that an organization study was needed. First and foremost was Miss Smith's conviction that changes were necessary and that she needed the help of someone from the outside in persuading her board that things were not exactly as they should be. Her own attitude was reflected by a minority of her board members. There was also the immediate problem brought about by the fact that the very adequate building for the parishioners of Our Lady of

Pompeii was almost completed. Moreover, there was the small attendance at the nursery, and most immediate of all was the matter of deciding what should be done with ten thousand dollars, which had been offered to the Association.

The neighborhood house, an old farmhouse with an inadequate roughly constructed addition for boys' work, stood on a little hill somewhat removed from the center of the town. Property had increased in value and the vacant lots between it and the business street were especially valuable. They belonged to Mrs. Reed's family. The Welfare Fund in Silvercreek had a surplus of ten thousand dollars which it was suggested might be used by the Association to repair its building. However, the Reed Memorial Home had plans for expansion and its board greatly desired the ten thousand dollars. Miss Smith and some of her board doubted the advisability of expending this money on their old building which never could be adequately equipped for their work. Miss Smith said she would prefer to have the money appropriated to some other organization rather than have it wrongly spent on the neighborhood house. This attitude was in part due to the problems which they faced regarding the future development of the Association's program. Some of the Association board members wanted to take the money at once, realizing that it might well be lost to them if there were any suggestion of uncertainty as to its use. Then there was a group headed by Mrs. Reed which was convinced that one of the problems of Brocton was housing, and this group advocated the construction of a model apartment on the land between the house and the road. This group suggested that the old house might be abandoned and the money secured from its sale as well as the ten thousand dollar gift might be invested in stock of the proposed model apartment building on condition that the activities of the Association be housed in the new building. The board seemed hopelessly divided over these various plans, but did agree that a study should be made; and the Welfare Fund set aside three hundred dollars for such a study. Miss

Smith had already interviewed Miss Taylor, an experienced executive of a social work organization in the county, and had ascertained that she might be persuaded to make the study.

VIII

At the board meeting in the middle of January, 1925, Miss Taylor was introduced by Miss Smith and the possibility of a study of some sort discussed. It soon developed that there was much disagreement among board members as to what was intended. Mrs. Reed was absent, but her adherents asserted that the three hundred dollars was voted by the Fund for the purpose of securing expert advice with regard to the construction of the model apartment. They were in the minority. Another group wanted a detailed study of the work of the Association, and recommendations as to how the ten thousand dollars could be best invested in the present house. Miss Taylor expressed the opinion that the Association needed a study of its work and at the same time a study of the village of Brocton to ascertain what the actual needs were. She said that she would be willing to take part in the study only on condition that the board should appoint a sub-committee, which was to add to itself a group of representative citizens of Brocton together with a representative of the Welfare Fund to form a study committee. There was much discussion over this point, and the plan was only adopted when it was made clear that the board would be under no obligations to adopt any recommendations which this study committee might bring in. It was also pointed out that this method might result in the board finding out what the citizens of Brocton thought of their work, and as a consequence recommendations might be formulated which would bring the work of the Association into closer contact with the town. A committee of three was appointed by the board: Mrs. James, president of the Association, Mrs. Davis, who was also active in the Welfare Fund, and another Silvercreek woman. Various suggestions were made regarding

the other members of the study committee and it was finally decided to have Miss Taylor present the situation to Mr. McGuire, the Brocton lawyer who had already coöperated with Mr. Hayhurst, and ask him to be chairman. He was the outstanding citizen of Brocton, was broad-minded and an active member of St. Mary's. He was to be asked to appoint a committee consisting of the three ladies from the Board, Mr. Anderson of Silvercreek, president of the Welfare Fund, Mrs. Mardonio, the two priests, the minister of the Congregational church, Mr. Stevens, the president of the school board, the president of the village, Mr. Ferber, Miss Van Wert, Mr. Hofmeier, who was a Congregationalist, Dr. Jameson, and a representative of the local post of the Veterans of Foreign Wars.

The first meeting of this committee was held in the town hall one evening late in January. There had been no publicity about this meeting. The newspapers were not notified of it. Most of the committee members were present. It was probably the first time representatives of the Neighborhood Association had met with representatives of the village. The only indication of lack of harmony between the groups was a statement by Dr. Jameson that suspicion had been engendered in the minds of some Brocton people by the group of Silvercreek women coming over "to lift them up." Miss Taylor described the situation as she saw it and suggested that the committee appoint four sub-committees to be called "fact-finding committees" which would submit reports to the study committee at its next meeting. These four committees were to deal with the health problem, the family case work problem, the recreation problem, and the day nursery and kindergarten problems, representing roughly the four activities which had in the past engaged the interests of the Neighborhood Association. Each committee was to be composed of workers, volunteer and paid, to be named by Mr. McGuire. At Miss Taylor's suggestion, after consultation with Miss Smith and the members

of the study committee representing the board, Mr. McGuire named the four fact-finding committees.

The health committee included Dr. Jameson, the head nurse of the Neighborhood Association, the two school nurses and one of the Brocton physicians. On the family committee were Miss Smith, Miss Van Wert, the Congregational minister, the chairman of the case work committee of the Neighborhood Association, and the president of the Catholic Women's Club. The committee on day nursery and kindergarten included Miss Moore and Miss Smith. The recreation committee was composed of the Hayhursts, Mrs. Mardonio, Father Cortelli and Father Clayton. Miss Taylor prepared the letters for Mr. McGuire to sign, notifying the members of the fact-finding committees of their appointment.

During the last week in February, 1925, Miss Taylor met with each of the fact-finding committees. The committee on the day nursery and kindergarten was the first to meet.

Miss Taylor had some difficulty with this committee which consisted of Miss Moore, the principal of the public school, Miss Smith, a member of the Neighborhood Association board, and herself. The board member was unable to serve. Miss Moore was so opposed to kindergartens that no progress could be made in discussing them. She had had one experience with a kindergarten and she felt it had been very unsuccessful. In fact, she was opposed in general to the kindergarten idea and said that she felt that kindergartens were almost a detriment to first grade work as it took so long to train a kindergarten child in the routine of first grade work. Miss Moore said that the day nursery was of great assistance to her and opposed any change in the plan. She thought it would be impossible for her children to attend school with regularity if the nursery were abolished for she said they would be required to remain at home to care for their younger brothers and sisters who had been using the nursery. Miss Smith and Miss Taylor went over the list of eight children registered in

the nursery at the time and soon dissipated the idea from Miss Moore's mind that the nursery had any relation to the attendance problem of her school. The nursery had been costing the board about a dollar and a half per child per day. Of this amount the parent paid only ten cents. It was suggested that these few children might be cared for in homes supervised by the nurse and the case worker. Inasmuch as the continuation of the nursery was a matter for the board rather than for the entire community to decide; and, inasmuch as no report on the kindergarten was possible or advisable because of Miss Moore's attitude, and the position she held, Miss Taylor and Miss Smith thought it best to take the matter up directly with the board of the Neighborhood Association as one of the internal reorganization problems that would have to be considered. Therefore they decided to report to the study committee that the committee on day nursery and kindergarten had no final report to make.

The next committee to meet was that on family case work. Miss Taylor prepared in advance a tentative outline of procedure for the committee and a set of questionnaires, to be answered by the local agencies working in this field. The outline suggested that the committee find out how many families were being cared for by the agencies, the primary causes of breakdown in these families, the facilities available for treatment, and the educational measures being used in preventive work. The outline and questionnaires were carefully explained and the committee members agreed to try to get the information desired. Miss Van Wert scolded about the amount of information which was demanded from her office as village poormaster, but she collected all the data required and was most coöperative in her peculiar way.

Miss Taylor in accordance with suggestions from the committee interviewed the judge of the local police court, the agent of the County Society for Preventing Cruelty to Children, the probation officer of the County Children's Court, and the agent of the County Department of Child Welfare.

From her interviews with these workers she learned that several county agencies were doing case work in Brocton without maintaining a very close contact with the Neighborhood Association, or with one another. The number of cases so handled, however, was small. At the second meeting of this committee, an attempt was made to analyze the case work job in Brocton. This proved to be a rather difficult task. It was estimated that the number of families needing service yearly was well over 500. While many cases requiring permanent relief and continued supervision were cared for by the County Department of Child Welfare, it appeared that there were about 50 cases in Brocton needing continuous supervision, but not eligible for the services of the county agency. The committee members felt that the local case work job would keep two full time workers busy but they knew it would be difficult to prove this to the study committee or to the board of the Neighborhood Association. The most serious problem connected with the cases studied was bad housing. After nearly three hours of effort the committee asked Miss Taylor to try to summarize the evening's discussion in the form of a report which the individual members could approve without the necessity of having another meeting.

The report finally approved by all the members individually recommended that the Neighborhood Association should add to its staff a professional social case worker and a secretary for office work; the removal of the headquarters of the Association to a more central location; the expansion of the interest of the case work committee of the Association to such problems as that of housing; closer coöperation between the Association and the various churches, fraternal organizations and public departments of the village and county in their case work programs; and the reorganization of the board of directors of the Association in such a way as to make it representative of Brocton.

The first meeting of the health committee was dominated by Dr. Jameson, the health officer. He made no attempt to

hide his animosity toward the board of directors of the Neighborhood Association but expressed a complete willingness to coöperate in every way with the fact-finding committee on condition that the information given this committee should not be passed on without his consent. Throughout the study he demonstrated the sincerity of this attitude. The nurse of the Neighborhood Association agreed with everything the health officer said in committee meeting but sometimes criticized him outside the committee.

The principal topics suggested for study in the outline and questionnaires prepared by Miss Taylor were the sanitary conditions of the community, health problems, and health resources. Dr. Jameson said that the sanitary conditions were very good so the first of these topics was eliminated. It was decided, however, that a study of housing conditions would be desirable. As a basis for the discussion of health problems and resources committee members agreed to bring to the next meeting, two weeks later, the information asked for in the questionnaires. It was agreed that this information would not be given to any other group without the approval of the health committee.

For the second meeting of this committee, Miss Taylor prepared a new outline as follows:

1. What are the outstanding health problems in Brocton?
2. What services are at present available for dealing with these problems?
   a. Care of the sick in their homes.
   b. Clinics, dispensaries, and hospital services.
   c. Health education.
3. To what extent are these services actually reaching those who need them?
4. What outstanding problems are not being adequately dealt with by existing services?

This outline proved more satisfactory than the more technical one which she used at the first meeting. The discussion

brought out a number of serious problems including bad housing conditions, difficulty in securing the correction of physical defects in children due to the opposition of parents and children, difficulty in the control of communicable diseases, due to the lack of coöperation on the part of parents and the absence of facilities for examining pre-school children and parochial school children, prevalence of defective teeth among the children and the lack of coördination between the various local agencies dealing with these problems. Dr. Jameson did more talking than anyone else, but he did not talk as much as he did at the first meeting. Miss Taylor had learned some of his pet antipathies and was able to avoid them. With the information brought out in the discussion and that provided by the nurses on questionnaires which they later filled out, Miss Taylor found herself in a position to draft a report which after slight amendment was approved by the various members of the committee without another meeting. The report recommended that a health center be established in a more central location than the neighborhood house; that this center provide adequate quarters for the well baby, and the pre-school clinics operated by the Neighborhood Association; that the services of the clinics be extended to reach all pre-school children; that a more extensive educational program be adopted; and that the follow-up on cases of communicable diseases be turned over to the village health officer. The health committee recognized the fact that the health officer would need an assistant for the follow-up work, and therefore, recommended that the Neighborhood Association employ a nurse to carry on a three months demonstration, in the hope that the village could before the end of that time be brought to recognize the need to the extent of appropriating public funds for the support of a nurse for full time work.

The recreation committee, of which Father Clayton's assistant and the Hayhursts were active members, got under way with less difficulty than any of the others. The committee

went over the questionnaire which Miss Taylor had prepared and each member agreed to take certain sections of it to report on at the next meeting of the committee three weeks later. This outline called for a study of the number of children of different age groups, a study of the conditions surrounding the leisure time activities of these children, and a study of the recreational facilities provided by public, private, and commercial agencies. There was also some discussion of the problem of adjusting the recreational work of the Neighborhood Association to that of the churches and of the County Park Commission.

At the next meeting, the recreation committee recommended that certain properties be made available for recreation purposes; that the village authorities be asked to appoint a recreation commission of five members; that this commission be given the seven hundred dollars now expended by the village for summer playground work, any additional public funds available and a contribution from the Neighborhood Association for the purpose of making a two years demonstration of the need for a full time man and woman as recreation leaders for the village; that at the expiration of two years the matter of supporting the recreation program be placed before the taxpayers as entirely a village responsibility. It was also recommended that these workers, if employed, should coöperate with the churches, the Neighborhood Association, and any other organizations interested in recreation.

The second and last meeting of the study committee with almost a hundred percent attendance was called by Mr. McGuire to consider the reports of the fact-finding committees. The recommendations of these committees were adopted with practically no change and it was moved that they be referred to the board of the Neighborhood Association with the endorsement of the study committee.

IX

During this series of committee meetings there was a meeting of the executive committee of the board of the Neighborhood Association. Miss Smith and Miss Taylor took this opportunity to present the conclusions of the day nursery and kindergarten sub-committee of the study committee but the executive committee decided to refer the matter to the board as a whole. At this same meeting certain other problems were discussed, one of which was the possibility of reorganizing the board of twenty-six women so that it would be representative of Brocton and smaller in size. In this connection, the attendance at monthly meetings during the preceding year was studied and it was found that:

2	women	had	attended	90%	of	the	meetings
3	"	"	"	70%	"	"	"
4	"	"	"	60%	"	"	"
4	"	"	"	50%	"	"	"
2	"	"	"	40%	"	"	"
3	"	"	"	30%	"	"	"
4	"	"	"	20%	"	"	"
2	"	"	"	10%	"	"	"
2	"	"	"	0%	"	"	"

It was decided that eleven would be a far better number for the board and it was the general opinion of those present that the interest manifested by the men of Brocton at the first meeting of Mr. McGuire's committee demonstrated the advisability of electing to the board some of these local men. Plans were made for appointing a committee to draft a constitution to be submitted at the annual meeting in April. No written statement defining the powers and duties of the various employees of the Association existed. Before the office of the executive secretary had been created the custom had de-

veloped of making the nurse responsible to the nursing committee which employed and supervised her. This custom Miss Smith had never, in spite of her efforts at the time she was employed, been able to break. She could not direct the work of the nurses except by suggestion and she could not even get them to notify her when they were planning to be out of town for a few days. The result was that when a call came in for a nurse to make a visit the executive was unable to say when the visit could be made. Naturally friction developed. Moreover Miss Smith had been employed to do the case work of the Association but her executive duties interfered and she had really no time to devote to community contacts.

Late in March the board of directors of the Neighborhood Association met and the report of the study committee was presented. It was decided not to adopt the recommendations submitted by this committee but to refer them to the new board which would be elected under the proposed constitution. There was an undercurrent of opposition to the various changes suggested. The proposal to drop the nursery and to abandon the recreation work directed by the board seemed to mean that the organization would probably have no use for the large house and would therefore move out of it. In the light of the history of the organization such steps as these would be really very radical.

The annual meeting of the Association was held in the second week in May and Mr. Hayhurst's diary describes this occasion rather well:

"Tuesday evening was the night of the annual meeting of the Summerville Neighborhood Association. Over a thousand invitations had been sent out to the people who are nominal members of the Association by virtue of having contributed to the community fund. In previous years the members of the board have made themselves personally responsible for bringing a certain number of members to the meeting with the result that they frequently had enough to make a creditable showing in the small club room of the neighborhood house. Personal work of this kind was not done by this

year's board, which was to be largely superseded at the meeting in accordance with the new constitution, and the result was that the total attendance was 23, made up of the staff, part of the board and disciples of the speaker of the evening. Miss Taylor stressed the principle of local autonomy and initiative and the idea of social work as frequently an experimental demonstration. A cut and dried business meeting was held to act upon the constitution and elect a new board of eleven members as provided in the constitution. Interest was at very low ebb and it was with difficulty that the chairman could get motions from the floor. Except for the coaching of one board member on the side lines, who told her colleagues when to make motions, the business of the evening would never have been stumbled through. The evening finished with an abundance of punch and cakes and an opportunity for the few present to look over the work done by the children in their handicraft classes. Mrs. Mardonio was present, regretting the good old days when an annual meeting of the Neighborhood Association had meant a band playing, children everywhere and a big crowd."

Miss Smith had had a long talk with Mrs. Mardonio as soon as it was apparent that the nursery might be dropped, and had attempted to point out to her the reasons for such action; but Mrs. Mardonio was too much identified emotionally with the development of the nursery to be capable of seeing the matter in perspective. However, she secured a lucrative position in the city at this time and so was removed from the politics of Brocton except late at night and on Sundays.

The first meeting of the new board under the new constitution was held the last week in May. Instead of twenty-six members there were eleven and for the first time in the history of the organization, there were men on the board—four of them and three of these from Brocton. Mr. McGuire was elected president, Mr. Hofmeier and Mr. Leonti were both from Brocton, and Mr. Anderson was from Silvercreek. The other seven members were women from Silvercreek, and included Miss Van Wert, Mrs. James who had stood loyally by the Association through thick and thin, and Mrs. Reed. The meeting was devoted to a consideration of the study committee's report which had been referred to the new board of the

Association by the old board. After much discussion it was finally decided to appoint a committee to appear before the village authorities to ask for the appointment of a recreation commission to make an experiment under public supervision with one full-time recreation worker instead of the two recommended by the report. The matter of abandoning the day nursery, finding boarding homes for the children and hiring a case worker was next taken up. Mr. McGuire explained to the group what a case worker actually was, which was interesting in view of the fact that the women present had been on the board of the Association and engaged in so-called case work for years. Mr. McGuire, however, had the advantage of having served on the county board of supervisors, in which capacity he had been brought in close touch with the social work carried on by the county with trained workers. Considerable discussion followed concerning the possibility of giving up the present house and opening a more centrally located office from which the nurses and case worker would function, and in which Miss Smith and an office secretary would be established. There were many questions, especially from Mrs. Reed in whose eyes the neighborhood house was a thing of reverence. She asked a question which she did not think was satisfactorily answered, "You are taking away recreation and the nursery and giving the case work to another worker, Miss Smith. What will your job be when you are in the office with an office secretary?" Mrs. Reed's question was a natural result of a time when the secretary had been a sort of glorified janitor and office worker. Miss Smith said she would be free to supervise the recreation demonstration, assist the case worker, develop committee work and maintain community contacts. But Mrs. Reed was still doubtful and she said so. It was as a result of this incident that she threatened to resign, but later was persuaded that the Association was not going to be wrecked. Miss Smith seized upon a request from the local newspaper to prepare an article on the history of the Association, as an excuse for calling on Mrs. Reed, and as a

result of this call and the tribute to Mrs. Reed in the article, as well as a careful study of the plans, Mrs. Reed has continued to be an active board member.

x

An efficient recreation worker has been employed by the recreation commission appointed by the village. Mr. Hofmeier has been made chairman of this commission. The money for the first two years' experiment has been donated jointly by the village and the Association. The club work has been carried on in the K. of C.* building, the neighborhood house, and the new Italian parish house. Mr. Hofmeier made a donation toward the completion of this parish house, and has tried to get others to do likewise. At a time when there was some four thousand dollars needed to complete the parish house, Mr. Hofmeier suggested that this be given by the Welfare Fund or raised by wealthy citizens in Silvercreek, so that the building might be used in the village recreation program. A trained case worker has been added to the staff, the nurses are now working under the executive secretary, and a new office has been rented in the business quarter. The day nursery has been closed, and children are being boarded in two families, a colored, and an Italian family. There has been close supervision of both families by the case worker. It has been difficult to find suitable families, but up to the present the plan has been satisfactory. The social workers and some of the board members felt that changes were occurring somewhat too rapidly, and rather favored remaining in the present neighborhood house for a year or two longer, because the new quarters were much smaller. However, the men on the board were anxious to take advantage of a vacancy in a good office building centrally located.

The Association has not solved all Brocton's problems. One which recently arose was not anticipated. Each fall the Welfare

* Knights of Columbus.

Fund of Silvercreek has held its drive and secured some twelve hundred contributions of which in the past very few have come from the village of Brocton. It was estimated in 1924 that not more than thirty-five of the subscriptions were from residents of the central part of the village. Both Miss Smith and Miss Taylor and probably some of the more progressive members of the Neighborhood Association had thought that the fall of 1925 would result in many small contributions to the Welfare Fund from Brocton itself. The presence on the board of representative men from Brocton, the astonishingly whole-hearted response on the part of the Silvercreek members of the board to the rather radical report of Mr. McGuire's study committee, and the ease with which these recommendations were put into operation might well have served to bring many of the villagers to subscribe to the fund. During the publicity preceding the drive the Silvercreek paper published an appeal to all citizens to subscribe, and mentioned the work of the Reed Memorial Home and that of the neighborhood house, "Which," added the article, "accomplishes so much for the 'slums of Brocton.' " This last phrase was seized upon by the editor of the Brocton Weekly as a sign that Silvercreek was still unregenerate and was, as ever, under the influence of an uplift complex. In a hasty and unnecessarily disagreeable editorial Brocton replied. Unfortunately, as has been said, this was on the eve of the drive, and resulted in even fewer subscriptions to the fund from Brocton than had been made during previous years.

References

Steiner, "Community Organization," Century, chapters XXIII, XXIV, XXV.

Richmond, "What is Social Case Work?" Russell Sage Foundation.

Daniels, "America Via the Neighborhood," Harpers, chapters VI, VII.

QUESTIONS

1. What had caused the antagonism in Brocton toward the Summerville Neighborhood Association?
2. Point out evidence of Miss Smith's ability as an organizer.
3. What should be done regarding Mr. Hofmeier's suggestions for completing the Italian parish house (a) by the Welfare Fund Organization, (b) by the residents of Silvercreek?
4. What reasons were there for reorganizing the board with men, rather than women representing Brocton?
5. What evidences of skill are there in Miss Taylor's contact with the problem?
6. Summarize the negative and positive results of the work of the Summerville Neighborhood Association up to May, 1925.
7. What evidences of the relation of case work and community work are found in the record?
8. What are the dangers in the plan of providing recreation for Brocton?
9. Which of Mr. Steiner's theories are illustrated in this record?
10. Is Brocton a community or is it several communities? Why?
11. Point out instances in which this organization demonstrated a need and then turned the activity over to the public.
12. What advantages are there in Mr. Hayhurst's theory of a recreation leader utilizing existing groups and facilities?
13. What may be said for and against the payment to the neighborhood house of fees by club members?
14. What are the advantages of a self study such as was made in Brocton?
15. Justify Miss Smith's activities in connection with the day nursery.

16. How would you account for Mrs. Mardonio's attitude toward Miss Smith?
17. Discuss Miss Taylor's action in failing to bring to the study committee the situation regarding the day nursery and the kindergarten.

DALE COUNTY

DALE COUNTY—A rural county in the Middle West.

LORING—The county seat and the headquarters of the Red Cross Chapter.

FLOTATION—A small mining center in Dale County.

MUCKERVILLE—Another small mining center in Dale County.

BARTH—The home of the Judge.

MILLPOND—The home of Mrs. Gunn.

REV. MR. VINEY—Minister of the Methodist Church and vice-president of the Millpond Red Cross Branch.

DEPOSIT—A mining village.

MR. SWEENEY—A groceryman; vice-president of the Dale County Red Cross Chapter.

DR. BRADFORD—A woman doctor; the secretary of the County Red Cross Chapter.

DR. COLLINS—Dr. Bradford's partner; leader of the progressive political party; a member of the Executive Committee of the Red Cross Chapter.

MRS. BUSH—A member of the Executive Committee of the Red Cross Chapter; a graduate nurse.

CAPTAIN ARNOLD—Commander of the Loring Post of the American Legion and a member of the Executive Committee of the Red Cross Chapter.

MR. O'REILLY—Treasurer of the County Red Cross Chapter; a banker.

MRS. GUNN—Chairman of the Millpond Branch of the Red Cross.

DUNKIRK—A farming center.

MISS ARNOLD—Captain Arnold's sister; a volunteer worker who helped the ex-service men with their claims.

MISS MURPHY—A Field Representative from Red Cross Headquarters.

MISS CURRY—The social worker sent to Dale County to make the three months' demonstration.

MRS. MARKS—The lady with whom Miss Curry lived.

MR. GRANT—The commander of the G. A. R.

Miss Sweeney—The county nurse; a sister of the vice-president of the County Red Cross Chapter; president of the largest chapter of the Daughters of America in Dale County.

Miss Hall—Former principal of the High School; an intimate friend of the two women doctors.

Miss McCarthy—A teacher; one of Miss Curry's first volunteer workers.

Mr. Mosey—County Superintendent of Schools.

Miss Sara Sneed—Secretary of the Millpond Red Cross Branch.

Dr. Harmon—Secretary of the County Medical Society.

Franklin—A village where the Red Cross had an inactive branch and where there were many disabled ex-service men.

Miss Brennan—The Judge's clerk.

Father Flannigan—Pastor of the Roman Catholic Church in Loring.

Denny—An ex-service man at Loring.

Mr. Link—An ex-service man at Franklin.

Gunby—A small village where there was an active Red Cross Branch.

Mr. Stoney and Mr. Brown—Members of the Millpond Red Cross Branch Committee.

Mr. Russell—President of the Country Life Club at Dunkirk.

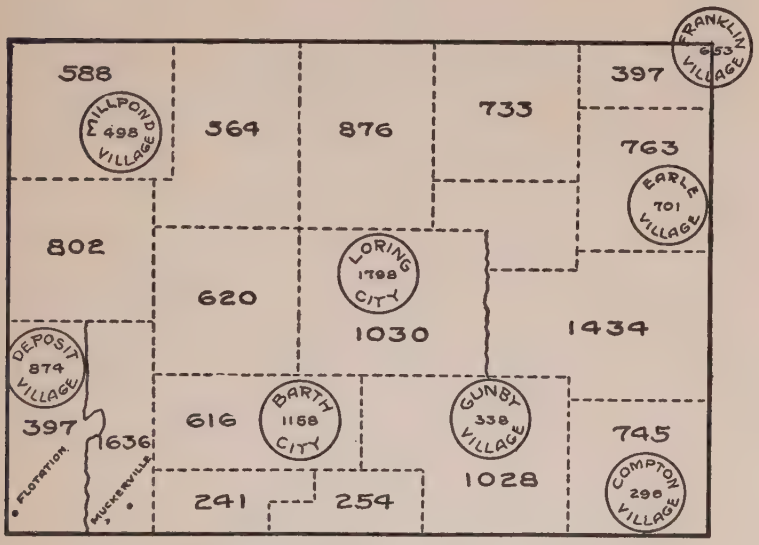
The Country Life Club—An outgrowth of the Dunkirk Neighborhood Church.

Miss Engle—Miss Curry's successor.

Miss Doane—Miss Engle's successor.

DALE COUNTY

Showing townships, villages and cities served by the Red Cross Secretary. The population figures are also given. Figures inside circles represent population of city or village, while others represent township population exclusive of city or village.



AREA = 600 SQ. MILES

DALE COUNTY

I. Introduction

Dale County has the good fortune to be located in the most beautiful part of a middle western state, where it occupies six hundred square miles of fertile rolling lands. In the center of this, picturesquely set between four hills, is Loring, the county seat. A small river wends its narrow way lazily through the county. Its waters are bright with gay canoes during the summer, and in the winter months the frozen river is a rendezvous for skaters, and for the laborers, who cut from it the ice supply for the hot season. Most of the early settlers of the county which is one of the oldest in the State, were Easterners, who apparently were attracted chiefly by the mines and the fertility of the land.

The county has always been a prosperous farming section, and there are few tenants, most of the people owning their own homes. The country houses with their outlying barns and silos have a peaceful and prosperous appearance. The farmers vie with each other in the beauty of their barns. Landscape artists are employed by them to paint upon the outside of the barns pictures of cattle or produce for which the farm is noted.

The milk produced by the cattle of the dairy farmers makes a fine grade of Swiss cheese. Many small groups, numbering from fifteen to twenty farmers, have built cheese factories, which are operated on the coöperative plan. The country crossroads are usually selected as the sites for factories and the industry has become so important in recent years that there is scarcely a conveniently located crossroad without its factory.

In the extreme southeastern corner of the county, surrounding the town of Deposit, are the lead and zinc mines. During the war these mines were extensively operated, and two new settlements, Flotation and Muckerville, became hustling centers, nearly doubling their population. At the close of the war there was a decrease in demand for the ore, and prices dropped. Most of the mines shut down, the miners gradually drifted away, and only a few families and a group of rough stores remain to mark the former centers. There is enough ore already mined to supply the demand for months to come and although the mines are being opened up again, the industry will not assume an important aspect for some time.

The towns and villages are well kept and attractive. The nice comfortable homes are enclosed in generous plots of green. The two towns and the four largest villages have memorial parks and baseball fields, and a few of them have moving picture shows. Most of them could be described simply, as consisting of a group of small stores, a church or two, a school, a few homes and the post office. As there is no delivery of mail except on rural routes, the thirteen post offices in Dale County have become important social centers. The lighting system is privately owned and fairly adequate and all towns are lighted by electricity, including Loring which has an impressive "Great White Way."

Two telephone companies, the Bell and the Farmers, compete for the trade of the county. The Farmers line is privately owned. Most farm houses have telephones, and they serve not only as a means of business and social communication but also for the dissemination of emergency information, weather forecasts, news about elections, and other items of interest. A certain number of brisk rings call to the phone every farmer in a given neighborhood, and the rural operator then announces the news item to all at once. In a community where only weekly papers are published this telephone service is a most important means of communication. This holds true especially for Dale County, where the roads are good in sum-

mer but bad in winter. The roads are kept in splendid condition so long as the weather permits travel by motor. Three out of every four families own motor vehicles, and practically every family owns a carriage, wagon or sleigh. The automobiles are stored during the severest weather. Only in the town of Loring are there any paved streets and the ghost of that pavement story still haunts the town. Part of the town was paved at tremendous expense to the taxpayers, and such indignation was aroused that the Mayor and the whole City Council responsible were put out of office at the next election.

Each town has its local health officer but the county has no paid health officer. Poor relief is administered by the chairman of each town or township. Relief is given without investigation or supervision and when cases become chronic they are sent to the county poor farm, which is well administered and on the whole a very creditable place.

The county is typically rural, the two largest towns being Loring with a population of 1800 and twelve miles away Barth, a town of 1200. The total population numbers 20,000. It is difficult to account for a marked decrease in the past 20 years. Some of the inhabitants insist that the census figures are incorrect. Some say that the decrease is due to the shifting population of the mining sections. A few thoughtful ones point out that large areas of farm land are being bought up from small owners who move away with their families, leaving one family where there were formerly many.

About 10% of the population is foreign born and an additional 7000 inhabitants are of foreign-born or mixed parentage. The most important national groups with respect to number, as well as to their effect upon the community are the Swiss, Irish, Germans and Norwegians. The Swiss and Norwegians are scattered widely over the county and are found either on the farms or in the cheese factories. The Irish are grouped in and around the towns of Loring and Barth, where their influence is decidedly felt in politics, education and religion. The Germans live for the most part in the dis-

tricts surrounding the county seat, and have as their principal gathering place a Lutheran church, the largest and most beautiful in the county.

All the rural churches are important gathering places and have a decided influence upon the lives of the people. Each of the eighteen townships has from three to six churches. Roman Catholics, Lutherans and Methods predominate. The County Ministerial Association appears to be merely a paper organization that has accomplished very little in unifying the churches. There is no open friction between religious groups. Some Catholics in Loring have objected strenuously to attempts to build better public schools there, but this objection has been based on a disinclination to be taxed for both parochial and public schools rather than on any issue of religion.

Only four of the churches consider that they have any function beyond the conducting of religious services. In the two largest Catholic churches the women have organized a strong association known as the Daughters of America. Under the auspices of this organization, the parishes of these two churches are brought together almost every Sunday during the summer months for a picnic and special program in the open. Hundreds attend, representing not only the two larger churches, but also the smaller parishes in the county. Inter-county picnics of this kind are given, thus bringing together people from other communities.

Out of the Neighborhood Church at Dunkirk has grown a social organization of farmers known as the "Country Life Club." The Club meets once every two weeks at the homes of different members for dinner, after which there is a program, consisting sometimes of music and stunts, and at other times of an exchange of farm experiments or scientific knowledge. Once a year in a rough shack adjoining the modest little country church, a three-day fair is given by the Club. People from all over the county attend this fair. Farm produce, cakes,

jellies, preserves and fancy work of the farmers' wives are exhibited. Dinner is served and there is a daily baseball game.

The Methodist Church at Millpond has equipped a gymnasium, which is the only indoor recreational center in the entire county. This gymnasium is built as an annex to the church but is used by people of all denominations and all ages. It is well equipped and so popular that there is an hourly schedule for its use from noon till 10 P.M. every day in winter. In summer, its out-door tennis court is well patronized. The gymnasium is due to the inspiration and efforts of the Reverend Mr. Viney, the progressive minister of the church. He has a pleasant personality. His interest in politics recently prompted him to run for the legislature on the Republican ticket but he was defeated. Mr. Viney is vice-chairman of the Millpond Red Cross branch.

Neither clubs nor welfare organizations flourish in Dale County. There are no private case work or health organizations in the county and the people are blissfully unconscious of the need. A County Medical Association has suffered from internal friction produced by petty jealousies. Difficult transportation during all but the summer months has also been a factor in its unsuccessful career. At occasional meetings it has concerned itself rather indifferently with the reading of papers. No better program seemed to suggest itself though the public health nurse in her examination of school children found that about one-third of them had defects, and a survey made by two local doctors for the State Anti-Tuberculosis Association showed a high rate of tuberculosis in the county. The county is without hospitals and clinics, the State Clinic and Hospital, three hours away by motor and six by rail, being the nearest within the State.

In Loring a small country club with a nine-hole golf course furnishes recreation for a few enthusiastic people. In Loring also one or two bridge clubs exist, but bridge is barred by certain churches in other sections of the county. At one time

several clubs were organized for the purpose of educating the women for politics. Although these clubs no longer function, they may account for the activity of the women in politics. Deposit has a woman mayor; Loring a woman health officer, and women serve on most county and city committees.

During the summer months the six American Legion Posts, together with their women's auxiliaries, conduct mammoth Field Days. Usually a street carnival and a series of baseball games make up the program and people by the hundreds from all over the county attend these events. Dale County folks are great baseball fans and when a game is going on, in some of the smaller towns the stores and even the post offices, close during the hours of the game. Although at present the Legion Posts are interested only in building up their local treasuries, so that they may equip quarters and send delegates to conventions, they do furnish some recreational activities. The huge attendance at the open air affairs of the Legion and the Daughters of America indicates the hunger of the people for normal healthy recreation. With the exception of the gymnasium at Millpond and the summer activities of the Daughters of America and the Legion, no effort is being exerted to meet the need for recreation. The youth spend their evenings in the pool rooms, the village ice cream parlors, the movies, or the dance halls. Not every community has a movie. Only a few have dance halls. These are packed beyond comfort. They are unchaperoned and the dancing is frequently rowdy. Recent state dance legislation has made inspection of the halls necessary, and the county commissioners are saving the salary of an inspector, or supervisor, by handling the inspection of the halls personally on a fee basis. Only a few of the churches realize this problem or feel any responsibility for helping to solve it. The schools reach a small group of older children with basketball and baseball, but the school playgrounds are inadequately equipped and the buildings are not suitable for community center work.

At the county seat a Carnegie Library, supervised by an

intelligent librarian, offers diversion in the afternoons, and from 7 to 9 o'clock in the evenings. During the latter hours it is well patronized, especially by children. The library owns a good collection of books and the librarian is able to secure any book not on the shelves from the traveling collection furnished by the State Free Library Commission. None of the other small towns has a reading center but from time to time as business brings them to Loring, the people from the country use the library.

The local Red Cross chapter seems to have been the most flourishing organization Dale County has ever had. The chapter came into being during the war, and as late as 1919 its membership numbered 33⅓% of the population of the county. It is the only organization that has ever brought together all groups to work for a common end. At the close of 1919 the chapter had seventeen branches in various parts of the county, each active and each holding funds. However, in the fall of the same year eight branches turned in their funds to chapter headquarters and formally disbanded. During the next three years the chapter conducted spasmodically educational health campaigns.

II. The Red Cross Inactive

In January 1922 the chapter, with its nine remaining branches, was merely a paper organization. The executive committee was composed of seven members. The chairman, who spent most of his time in California, where he had large fruit interests, did not want the Red Cross to become active. His wife, one of the most popular women in the county, thought that it was the duty of the Red Cross to attempt to solve some of the health and social problems of the county.

The vice-chairman, Mr. Sweeney, a groceryman, although quiet and unassuming, was rather set in his ideas. He was one of the leaders of the Roman Catholic group. His sister was the county nurse. With reference to Red Cross chapter

affairs, he was inclined to vote any way the ladies wanted him to, and for some reason seemed to stand in awe of the two women doctors on the committee.

Dr. Bradford and Dr. Collins, progressive, interesting, intellectual women, were leaders of the progressive political faction. For some years they did settlement work in a large city. Dr. Bradford was at that time a professor in a medical college. The doctors had a wonderful vision of the possibilities for social work in the county. They lived together and had practiced as partners in this rural community for many years. Their offices were the best equipped and the most modern in the county. Dr. Collins was known to the rural people as the "Personal Doctor." Dr. Bradford was called the "Eye Doctor." These two women did a lot of free medical work, but were disliked by a great many people. Dr. Collins had an abrupt manner that was often thoroughly misunderstood. Dr. Bradford, the secretary of the chapter executive committee, was a more approachable sort of person.

On the committee there was Mrs. Bush, a graduate nurse. Although a very matter-of-fact sort of person she had vision, and was enthusiastic and energetic. She served also on the committee, which supervised the work of the county nurse.

Captain Arnold, Commander of the Loring Post of the American Legion, represented the ex-service men on the committee. He was severely wounded during the war and became something of a hero in the eyes of his Dale County friends.

The treasurer of the Red Cross, the seventh member of the executive committee, was Mr. O'Reilly. He was a banker and the Red Cross money was in his bank. He wanted to keep the money and objected to any program calling for an expenditure of funds. The best approach to him was by way of his one hobby,—fishing.

The officers of all the branches were representative people. Of these the chairman of the Millpond branch, Mrs. Gunn, was quite a village character. She called herself "The President of the American Red Cross of Millpond."

The Red Cross chapter had almost $8,000 lying idle in the banks of the county. This was not wholly due to the reaction of the war. At the close of 1919 the chapter, still enthusiastic and still imbued with the spirit of service, employed several nurses to conduct health classes. Following this the chapter applied to division headquarters of the Red Cross for two public health nurses for county-wide work. Headquarters promised the nurses as soon as they could be secured. At the time public health nurses were hard to find as a great many of them were still in government service and headquarters was not able to fulfill this promise. After two years of waiting, the officers of the chapter grew impatient and lost interest. Finally a state law was passed, making the employment of a public health nurse in every county compulsory, and the Red Cross agreed to withdraw from the public health nursing field so that the State Board of Health might persuade each county to assume its responsibility through taxation. This left the local chapter without a plan.

III. Stimulation from Red Cross Headquarters

After the passage of the state compulsory Public Health Nursing Law, Red Cross headquarters from time to time sent representatives to Dale County to try to interest the chapter in undertaking some other activity. The Red Cross branch at Millpond showed some interest in recreation, and in fact, without permission from either chapter or division headquarters, donated several hundred dollars to purchase equipment for the Reverend Mr. Viney's gymnasium. The Red Cross branch at Dunkirk, also acting without official permission, put all its funds into a rough shack to be used by the Country Life Club for its annual three-day fair. The funds of this branch were sufficient to purchase the building material, and the members of the Club actually constructed the building themselves. It is contrary to the policy of the Red Cross to permit a chapter to undertake a recreational program or to

invest money in recreational equipment unless the chapter employs a trained secretary to supervise the work. An investigation was made in each of the above cases. The branch officers were advised regarding national regulations but no official action was taken because it was found that the need for recreation was great and that both the gymnasium, under the supervision of the Reverend Mr. Viney, and the fair building under the supervision of the president of the Country Life Club, were filling long felt needs in the lives of the two little communities.

The investigations in these two instances indicated a need for recreation in Dale County, and an attempt was made to induce the chapter to employ a recreational worker. The branches were consulted and were without exception strongly opposed to the employment of such a worker. The idea of supervised play was laughed at by the rural people. The mere suggestion that a worker be employed "to teach their children to play" was considered the most absurd proposition that had ever been made, and the suggestion was suspiciously regarded as just another attempt on the part of the Red Cross headquarters to get hold of their funds for "the employment of high salaried officials."

Headquarters next tried to interest the chapter in social work. Three members of the chapter executive committee, the two women doctors and the graduate nurse, as a result of previous training and experience understood social work and had a vision of what might be accomplished in Dale County. However, they were quite dubious as to whether anyone would be successful in convincing the executive committee of the existence of a need for social work. There had never been a social worker in the community, and possibly not more than half a dozen people in the entire county understood the meaning of social work. These women thought that the most hopeful approach to the executive committee would be by means of a plea for justice to the disabled ex-service men especially as Dale County's percentage of disabled sol-

diers was high in proportion to the number of men sent to the war. Since the signing of the armistice, headquarters had been placing first in importance the obligation of Red Cross chapters to the disabled men. In Dale County this work was being handled by a volunteer worker, Captain Arnold's sister. She had on file the claims of sixteen men. Since his sister was handling so few claims, Captain Arnold could not see the need for a trained paid worker. He felt that Red Cross funds were raised for the benefit of the soldiers and should be turned over to the Legion. Unsuccessful attempts were made to show him that although his sister was doing excellent work for a volunteer, she was scarcely able to touch the problem. She had neither the training nor the equipment that would enable her to do the work as it should be done. In addition to this she was a volunteer and could not be expected to devote her entire time to the work. Captain Arnold believed that most of the claims of the disabled men had been settled. In January 1922 the Government conducted a "Clean-up Campaign" hoping by this means to reach all disabled men whose claims had not been filed. When the Government "Clean-up Squad" visited Dale County sixty new cases were found. Captain Arnold was surprised. He was more open to conviction.

Just at this time a representative from Red Cross headquarters visited the chapter. She planned with the women members of the committee to emphasize first of all the need of a social worker to do the follow-up work on the cases discovered by the Government "Clean-up Squad" and to locate any remaining new cases. This representative failed to convince the committee completely but when she departed, she felt decidedly hopeful about the future.

IV. A Demonstration Planned by the Red Cross

In May 1922 Miss Murphy, a new representative, visited the chapter. She made a strong plea for the disabled ex-service men, impressing upon the chapter committee the seriousness

of neglecting its first charter obligation. She suggested that the Dale County Chapter was letting its funds lie idle while many men were suffering. She proposed that the chapter should employ for one year a secretary with training in handling claims and in family case work. The first duty of this secretary would be to push to completion the pending claims of the disabled men. If she had any leisure time she was to do family case work. The executive committee meeting lasted over an hour. The chairman was out of town; the three women were heartily in favor of employing a secretary; the vice-chairman was anxious to please the ladies by voting in favor of it; the treasurer was bitterly opposed; Captain Arnold was still skeptical. The committee felt as a whole that a number of the branches were opposed to the employment of a social worker. In spite of this, it looked as if the majority would vote in favor of employing such a worker. At this point the treasurer, seeing himself defeated, quickly proposed an amendment to the resolution to employ a secretary. This amendment was to the effect that a worker should be employed for a period of only three months instead of for a period of one year. During this time she was to make a survey of the status of the claims of disabled ex-service men and to prove, if possible, the need for family case work. Captain Arnold was swift to second this, and the other members of the committee, knowing that opposition to the program did exist on the part of some of the branches, were glad to accept the amendment. The amended resolution was therefore passed, and the headquarters representative, although disappointed and opposed to the policy of employing a worker for a period of three months, accepted the situation as gracefully as possible, and promised to secure a worker for the chapter as soon as one could be found. She explained that it would be difficult to get a person who would be willing to go to them for a three months' experiment without any assurance of the job becoming permanent.

To headquarters, Miss Murphy sent a written report stat-

ing that the Dale County Executive Committee had voted unanimously to engage a secretary for three months at a salary of $150 per month; that transportation about the county would be furnished the worker; and that at the end of the experimental period the chapter officers would decide whether they wished to continue the services of the secretary. The field representative urged that headquarters select a worker equipped to handle the claims of ex-service men, family case work, and community organization. She recommended that the chapter should be visited shortly after the arrival of the secretary and again just prior to the end of the three months' period.

After several weeks headquarters found a person who was willing to go to Dale County on a temporary basis. Miss Curry, the worker selected, was a young woman of about twenty-eight years of age, and interested particularly in community organization in rural counties. At the end of her first year of training in a school of social work, she applied to the Red Cross for a summer's position as chapter secretary in a rural community. It was understood that her services would be available for a period of three months only, as she expected to return to school in the fall. Before the war Miss Curry had six years of experience as a business woman. During the war she served for over a year in France in an army Base Hospital. Her association with the sick and wounded there developed in her a keen sympathy for those permanently disabled in service. In fact, she left the business world after the war in order that she might, as a Red Cross worker, continue to serve these men. For two years before entering training for social work, Miss Curry was a Red Cross field representative, during which time she traveled, supervising chapter secretaries in rural communities.

V. Miss Curry's Diary Description of Her Preliminary Preparation for the Dale County Job

En route to the Middle West. First contact with a member of the Division Headquarters Staff.

"May 27th, 1922.

"In accordance with an arrangement made by telegram, I met the Director of Personnel at a hotel, during a three-hour stop between trains. We discussed briefly state resources, such as the compulsory Public Health Nursing Law, the State Council of Charities, the Anti-Tuberculosis Association, and the Mothers' Pension Law. The information given me about Dale County interested me most.

"The chapter has in its branch treasuries a total of $8,000. The Executive Committee is of the opinion that there is nothing that can be done to improve conditions. The community is made up to a great extent of a wealthy self-satisfied class of farmers. There is little interest in ex-service men. In fact, the community was during the war inclined to be pro-German. As the chapter committee had agreed to employ an Executive Secretary for only a three months' experiment, the Director said that it was up to me to determine the fate of the Red Cross in Dale County. She described Loring, the chapter headquarters, as one of those impossible places where field representatives usually 'just skin through,'—a place where no one wants to remain for long. On the whole she presented a doleful picture of the chapter and rather overpowered me with the thought of what my future held in the way of work.

"I asked many questions that the Personnel Director was not prepared to answer and she finally suggested that I return to headquarters after a ten-day vacation to meet the people who could help me most with my new job."

The Worker's Visit to Division Headquarters.

"June 7th.

"Immediately upon arrival at headquarters I reported to the director of personnel. During the morning I read the files on Dale County. I jotted down a notebook full of names of Dale County people and listed some questions about the local situation, which I later asked the directors of the various Red Cross Services. The files contained the names of all the Dale County chapter and branch officers. They also indicated which officers were most interested, and which were opposed to the employment of a worker, together with the reasons given by them for such opposition.

"Of particular value to me were the reports of the field representatives of their last three visits to the chapter. These reports were dated October 1921, January 1922 and May 1922. Each gave the object of the visit, a summary of the things accomplished, and the field representative's recommendations as to next steps to be taken by headquarters. Although the reports contained brief summaries of general conditions in the chapter, they did not give a picture of the community. If field representatives realized the value of giving the people at desks at headquarters, as well as the new workers, an accurate picture of the communities to be served, they would perhaps spend more time upon their reports.

"After lunch I had an interview with the Director of Personnel. We discussed the data I had collected from the files. At her suggestion I placed an order for posters, a handbook of information as to the procedure to be followed in the filing of ex-service men's claims, and other helpful material with which Red Cross headquarters usually supplies chapters. I asked the Director how to begin work. She suggested that I should first make a thorough county survey to determine the status of the claims of ex-service men. It will perhaps be difficult to get together the records of these men. She gave

me a copy of the "Clean-up Squad" report of claims handled on its recent visit to Dale County, and suggested that Miss Arnold, the volunteer Home Service * worker, could probably help me collect all available records. I asked why the Post Commander of the Legion seemed so opposed to the employment of a secretary and learned that Legion officers feel that Red Cross money, raised during the war for the benefit of the soldiers, should be turned over to the Legion.

"From the directors of the various departments, and particularly from the Accounting and Publicity Services, I received valuable instructions.

"After leaving the division and while traveling toward Dale County I made out a tentative plan of work.

VI. Outline of Worker's Plan

"1. Immediately upon arrival, call a meeting of chapter Executive Committee to receive instructions and suggestions.

"2. *Detailed organization of office and purchase of equipment.*
   a. Secure office centrally located and make as attractive as possible in appearance.
   b. Plan a system of card index files.
   c. Arrange for part time stenographic help.
   d. Arrange for transportation; urge necessity of Ford car.
   e. Arrange for a telephone.

"3. *Publicity.* Give regular publicity; stress first, obligation of county chapter to disabled men.
   a. Have chapter name and Red Cross insignia painted on doors of car.

* The Home Service Department of the Red Cross rendered service to the families of men in the army and navy during the war. This department continued the work after the war and became the department through which thousands of disabled ex-service men settled their claims against the government.

b. Make personal contact with editors of weekly papers in county, and arrange for weekly space in their papers.
c. Interview American Legion commanders and adjutants of all county posts.
d. Make personal contacts with all public officials, but make them slowly, calling on them as need arises for their help.
e. Attend a different church each Sunday to meet people of various denominations, so that they may feel that the worker belongs to them all.
f. Put up Red Cross posters in Post Offices in county, giving address and telephone number of secretary.
g. Run slides in movies.
h. Attend social gatherings—church suppers, picnics, etc.
i. Address as many group gatherings as possible.
j. Discuss the work with individuals.
k. Make contacts by indirect methods when it seems advisable, (i. e. through some one who has influence with the person).
l. Have a booth or a tent at annual County Fair.

"4. *Intensive campaign to locate all disabled ex-service men.*
a. Collect all available lists of ex-service men.
b. Send questionnaire to every ex-service man.
c. Have each branch send out its own questionnaires in order to immediately arouse local interest. Then, too, local people will be able to check lists more accurately. They will know which men have moved away, and names of any new men in the community.

"5. *Development of family case work program.*
a. Ask a few individuals, for instance, the county nurse and the County Superintendent of Schools to report cases. Begin work quietly as these cases come in. Give no publicity at first to this part of the work.

"6. *Branch meetings.*
   a. Begin holding branch meetings as soon as questionnaires are ready, and sooner, if local problems make consultation with branch committees necessary.
   b. Present the work to the branches as graphically as possible.
   c. Seek to discover the cause of friction between some of the branches and the headquarters town.

"7. *Plan for county meeting early in September just before leaving the job, to which each branch shall send representatives.*
   a. Vote on keeping Executive Secretary for one year.
   b. Reorganize the chapter and draw up a more democratic chapter constitution and by-laws.
   c. Plan the budget.

"8. *Organization of Junior Red Cross work in schools.*
   a. Get the consent of the County Superintendent of Schools.
   b. Address the Teachers' Institute.
   c. Address County Board of Education at annual meeting.
   d. Plan for county Junior Red Cross Council.

"9. *Make a study of social resources and needs.*"

VII. The First Week as Pictured in the Worker's Diary

"*Wednesday—June 7th.*

The Worker Arrives.

"I arrived in Loring at 10:10 P.M. and was met by the wife of the chapter chairman and Dr. Collins, who explained that the chairman was absent in California, and the secretary, Dr. Bradford away. Dr. Collins took me to the home of Mrs. Marks, where I am to live. She told me how to find her office next day and said that Miss Arnold, the volunteer Home Service worker, was anxious to see me and turn over her records to me as soon as possible."

"Thursday—June 8th.

The First Day.

"Miss Arnold called and discussed the Home Service work. We arranged that she should turn her files over to me as soon as I have an office. We had an hour's interview, during which time I asked many questions about the American Legion situation and local government officials and institutions. Although Miss Arnold has lived in Dale County all her life, she could tell me very little about the functions of local laws or institutions. She knew that certain buildings such as the poor farm and the jail existed, but she had no idea what went on inside them. In fact, she was amused at my questions. She had thought little about the things I wanted to know. Miss Arnold informed me that a great many people here think the Red Cross should not be active in time of peace. She advised me to say little about a social work program. She thought the survey of ex-soldiers would be the best entrée into the hearts of the people.

"Later I had a meeting with Dr. Collins and Mrs. Bush at the former's office. We made arrangements for office space in the G. A. R.* room at the Court House. They informed me that the Chapter will purchase a second-hand car for my use, and I was asked to look over second-hand cars in various Loring garages. The committee feels that I would lose too much time if I had to depend upon trains, as travel by rail between towns in the county is very unsatisfactory. Although branch lines of three railroads convey passengers and freight to and from the county, many hours are lost in changes and bad connections and it is difficult to get anywhere within or without Dale County.

"As I questioned the two women, they discussed public officials, community leaders, and existing public and private organizations. They are eager and alert and well informed on every phase of community activity, but extremely critical of

* Grand Army of the Republic.

the political régime and of the administration of their laws and institutions. Our meeting lasted nearly two hours and at the end of it, I had a fat stack of notes and a fairly good idea of the resources of the community, as well as the names of all of the people whom I would need first in my work. I told these women that I should need their help and the help of many other volunteer workers.

"After leaving Dr. Collins and Mrs. Bush, I called on Captain Arnold. As I have been active for a number of years in the American Legion, I led him to talk about its work. He is not interested in making the Legion an active organization, and thinks it should exist only to preserve the memories and associations of the Great War. I secured from Captain Arnold the names and addresses of the Legion state officers as well as those of the six American Legion Posts in the county. The Captain promised me his help, though he is skeptical about my being able to accomplish anything here. He was wounded in the war and is drawing compensation, and appreciates the splendid effort the Red Cross has made to reach all disabled men. He told me about the volunteer work his sister has been doing. He was surprised to learn that the Red Cross had a peace time program. He knows little about social work and asked me many questions.

"In the evening I called at the Carnegie Library for the purpose of obtaining a copy of the Dale County History. The librarian chatted with me for a long time, and I got from her further impressions of people and conditions in the community."

"Friday—June 9th.

"In the morning I interviewed Mr. Grant, the Commander of the G. A. R., who gave me permission to put my desk in the G. A. R. room at the Court House. The Court House is an unusually fine building for so small a place, the only public building of any consequence in the entire county. It is the gift of a departed settler, who was tremendously interested in the growth of the community. Mr. Grant professed interest in my

work, but asked if I had come to dispose of the Red Cross funds.

"Later I met our chapter treasurer, Mr. O'Reilly, who is most violently opposed to my being here. He looked me over dubiously and asked what I intended to do and whether I planned to get rid of all the Red Cross money.

"Miss Arnold invited me to her home to lunch with her mother, Miss Sweeney, the county nurse, and Captain Arnold. I was anxious to meet the county nurse. Mrs. Bush and Dr. Collins have given somewhat discouraging reports about her and have lamented her inexperience and lack of training in public health work and her limited educational background. The county commissioners, they said, had been forced to meet the letter of the law, but not the spirit. They had economized by picking a local nurse and paying her a small salary.

"A nurse is such an important assistant to a social worker and I had hoped they might be mistaken, but I sadly admitted that their estimate was possibly correct. The girl's grammar is bad and my impression is that she is narrowed by prejudice and lack of education and experience.

"She seemed to be determined to pick a quarrel with me, if possible, on first acquaintance. I sensed her attitude over the soup and was convinced of it ere we reached the salad. She had kept up a steady criticism of the Red Cross, its extravagances and its salaried workers. Over the salad she informed me that the Millpond Red Cross branch had put all of its funds into a community house attached to the Methodist Church. She understood that the Red Cross could not spend money for buildings and she thought it was particularly deplorable that the community house should be connected with a special church. (She is a Roman Catholic, and regent of the largest chapter of the Daughters of America in the County.) I promised to investigate this matter and let her know the facts later.

"Miss Arnold and her brother both said they thought it a shame that all the money in the Red Cross chapter couldn't

be turned over to the ex-service men. I suggested that if the chapter were to do this, each ex-soldier would receive about $2.50. Then I told them about the constructive work the Red Cross was accomplishing in settling claims and in taking care of the men and their dependents in the meanwhile.

"After lunch Miss Arnold introduced me to the U. S. Public Health Examiner, with whom I shall work closely in connection with the soldier claims, and went with me to look at second-hand cars at the Ford garage and other places. Although none looked like good buys, I got prices and descriptions for the committee. Later an employee of the Ford Garage stopped me on the street to ask if I was here to spend the Red Cross money. I explained to him the ex-service men's survey.

"Later in the afternoon I called at Dr. Collins' office to report the results of the day's work. Dr. Collins expects Dr. Bradford back tonight."

"Saturday—June 10.

"Dr. Bradford has returned. She impresses me as being a very progressive woman and the type of person who would be a leader wherever she might be. Dr. Collins announced that Mrs. Bush had arranged for my desk and it would be moved into the G. A. R. room at once. Mrs. Bush met us at the doctor's office and we discussed plans. We agreed that I should first make the ex-service men's survey, and then gradually undertake family case work, and a study of social resources. Mrs. Bush supplied me with an excellent county map for use in my office."

"Sunday—June 11th.

"The doctors invited me to tea at their home tonight and I met Miss Hall, former principal of the High School, and Miss McCarthy, a teacher in the grammar school who offered her services as a volunteer for the summer months. We had a happy evening. The doctors and Miss Hall live together in a lovely home surrounded by beautiful old-fashioned gardens. They are charming, intellectual people. The doctors told me

this story about the complicated situation in the Loring schools:

"Two bitter political factions have grown out of the school situation. Ten years ago their friend, Miss Hall, a very brilliant young woman, came to Loring to speak on behalf of woman suffrage. The two women doctors took a decided fancy to her and invited her to visit them. At that time Dr. Bradford was chairman of the School Board. She succeeded in getting Miss Hall a position as assistant principal. The people were at first quite enthusiastic about her and at the end of three years she was given the position of principal of the Loring public schools. Under her progressive leadership the standards of the schools were raised year by year. She finally secured a most efficient corps of teachers and was advocating a new school building, the one in use being inadequate to accommodate the students. The school auditorium seats only ninety students, and there are one hundred and eighty in the High School alone. Meanwhile, the Roman Catholics built a handsome new parochial school. The question of the new public school building fell like a bomb into this group, which comprises 40% of the population of the town, even though some of the most progressive Catholics advocated the proposed new public school building. The non-progressive Catholics thinking only of the additional economic burden began to fight the movement for a new building and they were joined by the non-progressive Protestants who also objected to being taxed for a new building. There had always been a small group opposed to Miss Hall as principal simply because she was a woman. These groups joined forces and for the past three years the school elections have been the hottest fights the community has ever known. Three years ago the non-progressives succeeded in ousting Dr. Bradford as chairman of the School Board. The two women doctors led the fight in defense of a woman principal. Each year it had grown more bitter. Finally, at the last school meeting, Miss Hall was defeated, and she with all her corps of teachers, dismissed in a body.

Miss Hall told me that quite a number of young men and women from Dale County go to the State University for college work. Because of the low scale of salaries, however, and the lack of opportunity for work, not many of these college graduates return to live in Dale County."

"Monday—June 12th.

"Miss Arnold and I spent the day moving her files and supplies over to my office. She told me that people were watching with interest to see what I am going to do, as they know nothing about social work. To-day Mrs. Marks, the lady with whom I live, and Miss Arnold threw further light on the school situation. They gave a version similar to the one I heard last night but they both think the principal should be a man, though they admit that Miss Hall has made a very excellent record. In the afternoon Miss Arnold showed me the County Historical Room in the Court House. There are some interesting treasures and relics on exhibition. We discovered a number of printed lists of ex-service men among the records in this room."

"Tuesday—June 13th.

A Visit from my Field Supervisor.

"I received a letter this morning announcing that Miss Murphy, field representative from Division Headquarters, would arrive on the afternoon train. I have only been on the job six days, but she is leaving on an extended vacation so I have to forgive her for coming so soon.

"Today I asked the county nurse to refer to me any cases she has needing the attention of a social worker. She promised to call on me to discuss some she had in mind.

"Later I called on the editors of the two local papers to interest them in my plans. Both agreed to publish weekly articles for me. I learned from them that eight weekly papers are published in the county. All are typically rural in style, the two published at Loring being the only ones of any importance. A large percentage of the inhabitants subscribe to

the daily papers of neighboring cities, and it is interesting to note that the Hearst paper has a wider circulation in the county than any of the outside publications. Next I interviewed the managers of the two moving picture shows, who agreed to run slides and show Red Cross films free of charge. At one of the moving picture shows I met an ex-service man who has phlebitis, aggravated by service. He asked me to file his claim for him. He also referred to me a friend of his who lost his son. He is having difficulty in collecting the boy's insurance. These are my first new soldier cases.

"Miss Murphy arrived on the noon train. We had lunch together and spent the entire afternoon going over my plans. She let me do most of the talking. We discussed the outline for my study of social resources, and Miss Murphy suggested county and state contacts which would enable me to secure the proper local people to help me with it. I carefully jotted down in a note book all the information she could give me about state departments and private agencies whose help I shall need.

"Miss Murphy and I had dinner together and spent the afternoon tramping. Dr. Bradford feels that the last two field representatives are the best ones that have come from the division. Miss Arnold told me that Miss Murphy was the most forceful of all the representatives who have visited the Chapter. This shows that local people appreciate representatives who are equipped for their jobs, even if they don't understand much about the work itself.

"The chairman of the War History Committee called this afternoon and offered me his scrap book and records to assist me in making the survey.

"Mr. Mosey, the County Superintendent of Schools, came in 'to meet the social worker.' He is a small, thin man, bald, and wears glasses. He speaks in a slow distinct monotone. I was impressed with the fact that I was meeting one of the leaders of the community, whom many people consider most unprogressive, in spite of the fact that they have continued

to elect him every two years during the past decade. He asked me what I intended to do here, and I promised to call on him later to discuss my plans. Miss Murphy talked with him about Junior Red Cross Work."

"Wednesday—June 14th.

"Miss Murphy and I had breakfast together and directly afterwards went to the office. Miss Murphy had the floor today and she discussed fully her plans for the reorganization of the chapter, the Roll Call, finances, Junior Red Cross, and publicity.

"The county nurse called and had a long chat with us. She referred five cases. I promised to go out with her tomorrow morning to call on a poor family living on a farm eight miles from here. The mother is a widow and has seven dependent children, three of whom have club-foot deformities. The nurse wants the Red Cross to supply the necessary funds for correctional operations. The mother is not receiving a pension. In reply to an inquiry about mothers' pensions, the nurse said she thought they were administered through the County Judge. As the Judge was upstairs in his office, she took me up, introduced me, and left me to talk with him alone.

"The Judge is a portly gentleman, whose clothes have an unpressed and wilted appearance. No hat was ever made big enough to be rightly proportioned to his ample form. He looks out at the world from very small eyes, set deep in puffy cheeks, topped above by a shining bald head, and finished off below by a double chin, beneath which a woman's touch has planted a small perky handmade white lawn bow tie. His bearing is very pompous and his expression quite solemn. The Judge is possibly the most powerful man in the County. He calls himself, 'The Court.' To him go all petitions for mothers' pensions, and he it is who has the actual power to grant them. He makes the final decision when a crippled child is to be sent to a state hospital for an operation. No child can be committed to a feeble-minded institution without his signa-

ture. He is judge of the court where domestic relations cases are tried and he is also judge of the Juvenile Court.

"The Judge informed me that the county is wealthy and I would find no poverty, and 'no work in my line.' When I asked him to call on me if I could assist him in making investigations, he explosively replied that he was responsible for the county's money, and made his own investigations. I hastened to assure him that I appreciated his position and thought he was quite right. This appeared to please him, and he said that if I ran across any cases he would be glad to help them, but he didn't advertise the Pension Law, as it was only intended to cover cases where children would become public charges. The maximum pension allowed any mother is $40.00 per month so he informed me. I remarked that I thought recent legislation had removed the limit. He said I was wrong in my impression. The Judge will be discouraging to deal with, but if made to feel he is assuming all responsibility, giving great aid to me, and playing the rôle of benefactor, I believe he can be handled. Everyone seems to think he is hopeless. The Judge realized from my accent that I was from the South. He has traveled in the Southland and knows some funny stories about 'the darkies.' I went back to my office and had just finished telling Miss Murphy about the Judge when he appeared. He took his seat pantingly and pompously on a desk and said, 'The Court was in error. The pension limit has been removed. I have just looked it up.' He paid quite a long visit and told many stories about his travels in the South. The County Superintendent of Schools strolled in, but the Judge kept the floor, so he left.

"Later in the afternoon the County Superintendent returned. He began the interview by telling me that his wife is a Kentuckian. Miss Murphy and I were interested in his plan for visiting rural schools. He emphasizes the fact that he and his supervising teacher stay over night in the rural school districts. He seemed to think this quite necessary in order 'to

get inside information' about the school and the teacher. I liked his idea and made a mental note of it, thinking I might have to go and live with certain of the branch towns in order to know them well. Mr. Mosey seems to have some very good ideas and he certainly impresses one as being most conscientious.

"Miss Murphy and I had dinner together, and afterwards went for an automobile ride with the doctors and Miss Hall. Miss Murphy is a real social worker and knows her job. She won my respect."

"Thursday—June 15th.

"I spent the first part of the morning moving into my new office and putting up posters. Miss Murphy advised that I have a private office. There was a vacant one in the Court House and I was successful in securing it.

"The U. S. Public Health Examiner for this county called to discuss my plans for the survey.

"Later I went out with the county nurse to visit the Johns family. On the way out she gave me a lesson in driving the Ford. *What a contrast case work in a rural community is to case work in the city!* I took my first interview sitting flat on the ground out in an open cornfield. The woman put down her hoe and sat beside me. The children all did likewise. My thoughts leaped back to the stuffy tenements of the East and West Side.

"After my return I called on Miss Arnold to ask her to come over to my office tomorrow afternoon to go over pending soldier cases with me.

"Then I went to see the doctors to discuss the Johns case with them. I learned from them that there is a joint arrangement between the state and county whereby crippled children may have their defects corrected, but no child from Dale County has ever been sent to a state hospital. For this the doctors partly blame the nurse, and partly the County Judge. We looked up the law of procedure and decided to try to test the state law on the Johns case and to secure a mother's pen-

sion for Mrs. Johns. The doctors prophesy failure, as they think the Judge will refuse aid.

"The County Superintendent of Schools came to see me this afternoon and offered me any amount of time I should like to have to discuss Junior work at his County Teachers' Institute. He said that if the chapter employed an Executive Secretary for next year he would give regular periods to the work in all his schools. He discussed the Junior Red Cross program quite intelligently. The State Department of Education has endorsed the program so it seems. Mr. Mosey says that through Junior Red Cross work: (1) children are put in touch with international affairs; (2) interest is added to study of geography, history and letter writing; (3) children are taught the value of deeds of unselfish service."

VIII.—General Policies of the Worker

After about a week in Dale County the worker had learned a great deal about local factions,—political, religious and personal. She was also aware of the antagonistic attitude of a great many people in the community, and she had been informed, too, of friction between the headquarters chapter town and certain of the branches. She, therefore, adopted the following general policies:

"1. Carefully avoid any expression of opinion with reference to any of the factional disputes, maintaining a neutral position.

"2. Create the feeling in the county that the Red Cross is in a non-sectarian, non-political, non-factional position.

"3. Do not attempt to convince people by talking of social work in the abstract, but produce the actual cases first, and then educate the people in a practical way to see the need by giving them part of the work to do.

"4. Educate members of the chapter Executive Committee and of the branch committees by constant consultation over

problems and by taking them about the county to visit clients or to attend meetings.

"5. Use as many volunteers as possible but do not solicit a single volunteer until there is a definite job for this volunteer to do; in other words, build up the organization person by person as the need for volunteers arises.

"6. Call meetings only with a definite purpose or need. Do not call a single meeting until there is a definite job for the branch committee to do or some special help to be gained from a discussion of local cases."

IX.—The Work Progresses (From the Worker's Diary)

"Friday—June 16th.

"Today I kept a stenographer busy for six hours. We sent out letters over the signature of Dr. Bradford to each of the branch chairmen announcing my arrival, giving briefly plans for the survey and promising a personal call at the earliest possible moment. Also we wrote letters to all the county papers, enclosing an article and asking for weekly space.

"In the afternoon I telephoned the State Hospital and made an appointment for the county nurse to take the Johns children there on next Wednesday for an examination by a specialist. Then I notified the county nurse, who seemed dubious whether the mother would let the children go. The nurse seems to lack confidence and initiative. Later she called on me and asked me to go out with her early tomorrow morning to see Mrs. Johns."

"Saturday—June 17th.

"The County Superintendent of Schools today informed me that there was 'some much needed driving to be done in an unofficious way.' His remark had reference to the nurse's work. My committee later discussed with me the nurse's work in relation to mine. It seems that the nurse's work has not been satisfactory due to the fact that she has not done much corrective work.

"Miss McCarthy came to perform her first duty as a volunteer worker. She selected the material and made the curtains for my office windows and my supply cabinet.

"Today I have been forcibly impressed with the uselessness of investigating cases 'city fashion.' Here everybody knows everybody else.

"This morning I encountered my first difficulty with my publicity program in the form of the following letter from the editor of the Millpond News:

'Dear Madam:

'During the war we gave away a thousand dollars worth of space. We also furnished two sons for overseas duty. The war is now over. If the Red Cross can employ a secretary, why not employ the necessary newspaper space? Newspaper publishers should be given an honorable discharge and mustered out of free service. It is not fair to pick on them further.

Sincerely,'

To this letter, I sent the following reply:

'Dear Mr. Editor:

'Your letter of June 17th, I must confess, came to me as quite a surprise. I have been dealing with editors over the entire South, and in parts of the North and Middle West, and have never had a refusal from a single one of them to help me with this work.

'You see I didn't consider the short notice I sent you as an advertisement. It is my impression that it is customary to pay for advertising in local papers, but not for local news items which are of interest to your readers. The short article I sent you would surely be of interest to every ex-service man who reads your paper, and particularly to disabled men whose claims for compensation are still unsettled. The disabled men are the ones I am trying to reach and to help in every way I can. One of our local editors here told me you were kind and a fine gentleman, and that you evidently misunderstood either about my work here or my request. I feel sure that you did not understand my request, else you certainly would not have written me so curtly.

'I am glad that you had two boys in overseas service. Any father can be proud of that fact. I am an ex-service woman, myself, and was over there with the boys, and know they conducted themselves in

such a way that America could well be proud of them. If either of your sons had been badly disabled in service and was now ill and trying to get medical treatment and compensation from the Government, I am sure you would have received my request for a short notice that would reach the boys quite differently. May I tell you about a few of the cases that have come into my office since I arrived in Loring?' [Descriptions of four worst cases] 'These are four of the sixteen worthy cases of ex-service men I've handled in two weeks time. The papers all over the county, with the exception of your own, seem to have given my little notice first page space. I expect to have twice as many men at the office in the next two weeks, as the news gradually reaches them.

'As yet we have had no inquiries from the men of Millpond, but perhaps some of them will be reached by the two Loring papers, which have offered me three-fourths of a column weekly. At any rate, I shall spend a day or two every ten days in Millpond while I am in the county and hope with the aid of the local Legion Post and Red Cross branch to reach a number of the Millpond men.

'If you had dealt with thousands of cases of disabled chaps who came to the Red Cross to receive help in filing the many papers required by the Government, you would have the sort of feeling, perhaps, that we Red Cross workers have. It just surges through you. *The war is over!* Yes, *but* how little the American people know or seem to concern themselves about the wrecks of men it has left, men who three or four years ago risked all they had for us.

'It is true that you editors gave thousands of dollars worth of space to the Red Cross news during the war. We can never complain about lack of coöperation from you. It was wonderful the way we all swung things together. *But,* I have been in the newspaper game myself, and I know that during the war the news of the war and of the Red Cross was what the public wanted and what it lived on. Then every woman had on the white veil and Red Cross insignia and was in a workroom, sewing, knitting, or making bandages, and most men were proud to be chairmen of local Red Cross chapters.

'The Red Cross is not a foreign corporation begging you for space in your paper. It belongs to you as well as it does to me, and it is the great relief organization of America, by means of whose workers you and I still say to the men of the past war, 'We have not forgotten, we are behind you still.'"

"*Wednesday—June 21st.*

"Today marks the end of my first two weeks period in Dale County. The County Superintendent of Schools called early

this morning and talked with me quite frankly about his salary and expenses. He told me that he had recently refused to accept a higher salary because of the fuss the people were making about high taxes. We discussed consolidated schools and he thinks they are out of the question in this county until the county improves its roads. From what I hear about the awful roads in the winter months, I think he is right.

"We planned that the Junior Red Cross speaker for his Teachers' Institute should have from thirty to forty minutes on the program. He wants this speaker to give suggestions to the teachers as to how the Junior Red Cross program can be worked in with language, geography and history lessons. The idea of a Junior Red Cross Council appeals to him. If we have an Executive Secretary here after I leave, Junior work in the schools is assured.

"I kept the County Superintendent a long while this morning and led him to talk about the schools. The county has a total of 111 rural schools, 5 high schools, and 2 parochial schools. Although 80% of the total school population of 5,874 are enrolled, the average monthly attendance is only about 60%. Three thousand four hundred and forty-five of these pupils attend rural schools. This would give an average of 22 pupils to a school, if attendance were regular and if the pupils were equally distributed geographically. Unfortunately, however, some of the rural schools have only from 3 to 5 pupils each, while others are overcrowded.

"The attendance problem is quite a serious one, an average of 682 pupils being absent daily. The County Superintendent of Schools gives as reasons the impassable roads during the winter months, poverty, and sickness. No very strong attempt is made to enforce the compulsory Education Law. It is the duty of the principal or superintendent of a school to serve upon the parents or guardian a written notice demanding the attendance of a child absent from school without legitimate excuse. It is the duty of the district attorney of the county and of the sheriff to assist principals and superinten-

dents of schools to enforce the law. In spite of the attendance problem the percentage of illiteracy in the county is only 1.4.

"Although the number of teachers is adequate, the staff on the whole is composed of inexperienced and very young women. The county schools are for the most part one-room wooden buildings. The high school buildings, with the exception of the one at Loring, are fairly good.

"A Committee on Common Schools consisting of three members, is elected by the County Board of Supervisors from the electors of the county, one in every three years. The powers of this Committee are limited to the creation, dissolution, or consolidation of school districts, the alteration of school district boundaries, and the appointment of supervising teachers. All other matters pertaining to the rural schools are handled by the local school officers, of whom there are three for each of the 125 school districts, with an extra four for Loring. The school boards are composed of both men and women. These school officers are elected by the voters of each school district at special school elections, one member every year. There is an annual county convention of local school boards, and in order to secure a full attendance the members are paid mileage at the rate of 3c a mile and $4.00 per diem. There are great possibilities in this annual county convention of school boards. The district school officers exchange experiences on salaries, teachers, heating plants, transportation and attendance problems. The County Superintendent of Schools is usually able to obtain a speaker from the State Board of Education. The county nurse makes her report on the conditions and health needs of the school children she has examined. The convention time is usually too short as the district school officers find they have many common problems to discuss.

"Later, the County Superintendent called again to ask me if he might read to me a speech that he is to deliver this

week at a nearby normal school. He wanted to hear how it sounded.

"My new Ford arrived. I hope no one receives an early notice of my funeral. I have to learn to run the blooming thing!"

"Thursday—June 22nd.

"This morning I called on the Mayor of Loring, who is a physician, with reference to one of my soldier cases. We had a long chat. He told me about the loss of his only child in service. She was a Yeomanette. I promised to get his daughter's victory medal for him, and he agreed to help me in my study of civic conditions.

"The county nurse came in for a talk about the Johns boys. The specialist, who examined them yesterday, says their feet can be straightened, and we are going to see them through!

"The County Superintendent dropped in. He wanted to read me the last three pages of his speech. He had forgotten to include any 'ideals' or 'poetry' in the former production. Then, much to my surprise, he pulled out his dues for 1922 membership in the Red Cross, and hurriedly departed."

"Friday—June 23rd.

"We have had only a few visitors today, but a pile of correspondence kept us busy. Four of the county papers gave front page space to Red Cross publicity this last week.

"I took my first lesson in learning to drive the Ford this evening. My car looks fine. It is a new Ford runabout. On both doors it has in white lettering 'Dale County Chapter, American Red Cross,' with the Red Cross insignia between the two lines."

"Saturday—June 24th.

"Captain Arnold called at the office. He remained about two hours and went over all the pending cases of ex-service men. He seemed to be quite impressed with the number of cases already on file."

"Monday—June 26th.

"Miss Brennan, the Judge's assistant, came in and we discussed the Dependent Children's Act and other sources of county revenue. I learned that the Judge has granted mothers' pensions to some thirty families. Little investigation was made by him in any of these cases and the families receive no supervision and make no reports as to how the pensions are expended.

"Only a few blind or feeble-minded have been committed to institutions, and there is no record of any Juvenile Court cases in recent years. Miss Brennan said the Judge would be in town tomorrow and promised me an opportunity to talk over the case of the Johns boys."

"Tuesday—June 27th.

"Today has been a tremendously busy day. My stenographer arrived at 9 o'clock and I dictated mail until Mrs. Bush called. We handled 48 soldier claims today. Mrs. Bush came in to tell me that she had been invited to attend a committee meeting of the W.C.T.U.* tomorrow evening. It seemed that the W.C.T.U. has been self-appointed to build a rest room to be used during the four days of the County Fair. Their eyes are upon several thousand dollars of Red Cross money. The building is to be labelled 'W.C.T.U.' Mrs. Bush wanted me to go along with her to do the talking and explain why Red Cross money cannot be used this way.

"During the morning Miss Brennan, the Judge's clerk, called and brought me some flowers. Later the Judge appeared. We discussed the Johns case. He agreed to put it through immediately. He told me he was 'against' my work and 'against the work of the county nurse,' but concluded with these instructions: 'Just get the papers ready and I will put them through in half an hour.' He informed me that he had been reading my publicity in the papers and thought I was advertising too much. He warned me not to let the

* Women's Christian Temperance Union.

ex-service men put anything over on me. I laughingly told him that I would convince him yet, and promised to send him a report of the Johns case."

"Wednesday—June 28th.

"Tonight, I attended the W.C.T.U. committee meeting. Six people were present and there was an electric feeling in the air. I explained the policy of the Red Cross with respect to expenditure of funds. Then I talked over with them the Red Cross program, describing some of our dramatic cases. Gradually, I won their interest. They asked questions and talked about town needs. They thought the public ought to know about the work the Red Cross chapter is doing here. They offered me a 'Social Work Committee' of volunteers from their organization. They actually thanked me for the interesting things I told them and invited me to speak at a big picnic they are giving at the Fair Grounds next week. The W.C.T.U. has several units in the county but its members are interested only in waging war against liquor and their hands are full. A good deal of illegal liquor traffic is carried on, and the jail usually houses a number of young men arrested on this charge."

"Thursday—June 29th.

"The County Superintendent came to ask me why a nearby Red Cross chapter had been allowed to invest its funds in a swimming pool. He reported opposition to my work and asked me how he could answer certain criticisms."

"Saturday—July 1st.

"All Saturdays here seem to be busy days. So many of the men are able to get in from the country, who cannot come in any other day. I am convinced that every rural worker should be in her office all day Saturday. The doctors even have office hours after supper to take care of the country folk. Rainy days too bring in many men. They cannot do any work on the farms when it rains."

X.—First Monthly Meeting Chapter Executive Committee and Branch Representatives

"Wednesday—July 5th.

"At 7:30 P.M. in the Red Cross office, the monthly Executive Committee meeting was held to hear my first month's report. I quote below from a newspaper account of this meeting:

'The Executive Secretary has only been in the county a month, and although the chapter officials knew there was much work to be done in connection with pending claims of ex-service men they were frankly surprised to learn that during the past month Miss Curry has handled the claims of 70 disabled men. A large number of these men have tuberculosis. The claims have come into the Red Cross office from the following towns: * * *

'In reply to questions as to why many of these men had not filed their claims before, Miss Curry explained that a great many of the men are just now developing disabilities, particularly in cases where men have a history of having been gassed in action or having had pneumonia or influenza in service. The Surgeon General of the Public Health Service estimates that the peak of cases needing hospitalization and medical attention will not be reached before 1925.

'Plans were made to conduct an intensive campaign so that every ex-service man in the county may have an opportunity during the next three months to file his claim if he thinks he has a disability due to service, or to consult Miss Curry, if his claim has been filed and he has not received action on same.'

"At this meeting, I presented three children's cases that have been referred to me, and everyone was interested. Thus we launched the family case work program.

"Five of the branches sent representatives to the meeting. I hope at the next meeting most of them will be represented. The chapter officers felt that Captain Arnold had been completely won over, for he endorsed the work heartily. Mr. O'Reilly was the only person who seemed to feel any doubt as to the necessity of the work."

"Friday—July 7th.

"In the afternoon, I spoke at the W.C.T.U. picnic. Part of my audience was in tears, so I suppose my Red Cross message was convincing. Some of the people whom I particularly wanted to reach were present."

"Saturday—July 8th.

"Spent my morning in detail work at the office. In the afternoon I took the Johns boys to Barth to be examined by Dr. Bunts, who is the doctor appointed by the Judge. Dr. Bunts expressed the opinion that the children's deformities could be corrected. On this trip I was accompanied by Mr. and Mrs. Bush and Mrs. Henry Marks. They were tremendously interested in the little boys."

"Sunday—July 9th.

"This morning I attended the Baptist Church and talked after service with the pastor. He told me that he was very much impressed with the talk I made at the W.C.T.U. picnic Friday, and that he expected to use one of my stories in a future sermon of his. He promised to call at the office for a conference to learn how he might coöperate with me."

"Monday—July 10th.

"At a recent bridge party given by our chapter chairman's wife, I met the editor of the Loring Democrat, and told him about my difficulty with the editor of the Millpond weekly. Today the Loring editor called to report that he had taken a favorable opportunity personally to interpret my work to the recalcitrant editor, and as a result this editor had agreed to publish free of charge a long article about the Red Cross. I was certainly pleased and congratulated and thanked the Loring editor for the trouble he took to win for me the Millpond editor. This is what I mean by 'indirect contacts'."

The Worker's Encounter with Mrs. Gunn of the Belligerent Millpond Branch.

"Tuesday—July 11th.

"I spent this morning in office interviews. In the afternoon I drove to Millpond. Below I quote a letter which shows the attitude of the branch towards the program of the chapter:

'My dear Dr. Bradford:

'An executive meeting was held Tuesday evening. It was decided by a majority vote at this meeting that $500.00 was to be spent at once for the physical benefits of the community, the petitions having been presented to the Executive Committee for such benefits.

'The committee was unanimous in opposing the movement for an executive secretary as they all thought each community knew its own needs best and was in need of no secretary.

'Mrs. Gunn and I are very much in doubt regarding this matter. Evidently this sum of money will have to be spent here because the community is on the war path.

'Please answer immediately as we cannot wait for further preliminaries.

Yours sincerely,

SARA SNEED, *Secretary.'*

"I dreaded the Millpond meeting, as this branch refused to send representatives to the county meeting on July 5th. Mrs. Gunn refused also to call the Millpond committee members together to meet me. Under the circumstances, she said, they didn't care to have anything to do with me. Finally, on the plea of having several cases of tuberculosis among ex-service men at Millpond, about which I must consult her, I obtained her rather grudging permission to allow me to call. Mrs. Gunn and the secretary, Miss Sara Sneed, received me.

"Mrs. Gunn is quite a character. She is about six feet tall, broad and muscular, and has a loud voice of long and powerful range. Her parlor is small, entirely too small for her voice. A piano in one corner caught the echo and sent it out across the town as Mrs. Gunn talked. She pounded the table with her fist and banged the chairs and the piano. She snapped

her fingers, and even cursed a bit. For forty-five minutes, I was powerless to stem her wrath. The letter, just quoted, states in no uncertain terms that the Millpond branch was violent in its opposition to the appointment of an Executive Secretary. The irate chairman of the branch told me what she thought of me, of division headquarters, of the Red Cross chapter officials at Loring, and in particular of Dr. Bradford, who she said insulted her at the last annual meeting.

"It seems that Dr. Bradford acting under instructions from headquarters, requested the Millpond branch to turn over all its funds to chapter headquarters. Should Millpond wish to spend any funds the branch could make a request for such funds, and if the Executive Committee saw fit the request would be granted. I urged Mrs. Gunn not to blame Dr. Bradford for this, explaining that Red Cross headquarters had at that time ruled that all branch funds should be deposited in one central treasury. The second squabble resulted from the example set by a neighboring county that spent Red Cross money for a swimming pool. The Rev. Mr. Viney, Methodist minister and vice-chairman of the Millpond branch, has visited national headquarters of the Red Cross in Washington and says he was told that the funds of the Millpond branch could be spent for 'the physical needs' of the community. Immediately funds were asked for by various organizations. The American Legion wanted several hundred dollars for banners, with which to decorate their rooms and for basketball suits for their basketball team. Several hundred dollars were spent for equipment for Mr. Viney's gymnasium. The branch committee voted to grant the request of the Legion, but Lady Gunn, as 'President of the American Red Cross of Millpond,' refused to allow the funds to be touched. She deserves sympathy, for she has been taunted with ugly remarks from many people and has been rather upset by it all.

"Mrs. Gunn finally agreed to call a public meeting for the night of Tuesday, the 18th, at which meeting I am to tell how Red Cross funds may be used and to explain what I am doing.

Mrs. Gunn intended to call a meeting to elect new branch officers this week. She agreed to postpone the election of officers until after the eighteenth. Mrs. Gunn and Miss Sneed are most positive, however, that they cannot be induced to hold office any longer. They report that they have $1300. I left Mrs. Gunn much subdued, and I believe she feels we are spending the money in the right way, for she and Miss Sneed both expressed regret that the other members of the committee were not present during our interview. Mrs. Gunn gave me a large bunch of flowers from her old-fashioned garden.

"I called on the editor of the Millpond weekly, with whom I had quarreled by letter. I noticed a twinkle in his eye and knew that things were going to be all right. We had quite a nice talk. He said he did not mean to be stingy, and expressed admiration for my work. He asked for a notice about the next Tuesday meeting, which he may be able to attend. I thanked him for his promise to the Loring editor to publish one of my articles. This article is to appear in his next week's issue. He has a disabled ex-service son who is drawing compensation. I promised to have our Red Cross secretary at the place where his son lives look him up and render any needed assistance.

"Tonight I told the doctors and the wife of the chapter chairman about the Millpond meeting, and about the antagonism the branch officers felt. Dr. Bradford wanted to know if I could understand what it meant to conduct an annual meeting with Mrs. Gunn and three or four of her henchmen sitting in the front row. She said that the Millpond branch had become one of the very best in the county under its present powerful leader. The branch officers have always resented very much both division and chapter authority. They resented the inspection of all garments during the war by the chapter officials at Loring. Dr. Collins described one tragic day in the war history of the chapter when the Loring people were forced to send back to the branch at Millpond several dozen

pajamas because these pajamas were not made according to order. The women of the Millpond branch indignantly demanded an explanation as to why the pajamas were not just as good as any other pajamas that had been made. Shortly following the receipt of the returned pajamas, there arose an argument over a discrepancy in the Millpond branch accounts. Mrs. Gunn with four other women with five suit cases packed with books, receipts, requisitions, etc., boarded the train and strode angrily into chapter headquarters to settle the dispute. Consequently relations between headquarters and the branch had been strained."

"Friday—July 14th.

"A volunteer kept my office in Loring while in Deposit the executive committee of the branch met with me in the rooms of the American Legion. Every member was present with the exception of one man who was out of town. The Legion Commander and the chairman of the Women's Auxiliary of the Legion were there. The meeting lasted two hours, many questions were asked me, and the discussion was good. The committee seems convinced of the need for keeping a worker until the claims of the disabled men have all been adjusted. We checked the list of men and made plans for sending out the questionnaires. Questions were asked as to how the budget for the work should be assessed and the Deposit committee thought it should be assessed on the basis of population.

"The Deposit people also were antagonized by the Chapter Executive Committee at the annual meeting about two years ago when the funds were requested for the central treasury. They have never forgiven the Loring people.

"I took the county nurse to Deposit with me to make final arrangements for a child to be examined at the State Clinic. She interviewed the boy's mother while I held my meeting, but was unsuccessful in making arrangements for the child to go to the clinic. She said she would not need my help any further as the boy himself did not want to go. He is a double-

club-foot case. I decided to ask the Judge if he could make the mother change her mind. He is granting a pension in this case for the child, and probably could use a little pressure. After the meeting the nurse and I called on Dr. Harmon, the secretary of the County Medical Society, with reference to their next meeting, August 15th. We discussed the possibility of obtaining a volunteer committee from the County Medical Society to take care of emergency operations and corrective work for the children of indigent families. Dr. Harmon said that the doctors were doing entirely too much work of that sort now, that each township is responsible for medical attention for its own people, and that it is only necessary to notify the chairman of the township when medical attention is needed. The county nurse said that she had been warned by a number of town chairmen not to bring to their attention any cases that would involve additional expense. Said Dr. Harmon to her: 'And do you let them scare you off that way?' She replied, 'Yes, I do.' And he said, 'Then you ought to resign your job and get another one.'

"We suggested to Dr. Harmon that a doctor from the State Board be asked to speak before the County Medical Society with reference to organizing a series of tuberculosis clinics. Dr. Harmon was very dubious as to whether it would be possible to get an audience. He stated that the County Medical Society is dead. It is hard to get more than three or four doctors together; he has driven a long distance several times to attend the meetings and has found only two or three people present. He referred us to the president at Franklin. He expressed himself as being in favor of the tuberculosis clinics as an educational measure and said we might hold one in his office if we so desired. I gained the impression that he is commercially inclined.

"On the way home I felt sorry for the county nurse. She seemed much depressed over the condition of affairs. The county health committee met the night of the 12th and she was informed by a doctor from the State Board that she is in-

competent. She told me this and asked for my advice. I said I thought a local girl was always handicapped in her own community, as she allows herself to be scared off from asking for the assistance the county laws entitle her to have. Without this assistance, she certainly cannot do any corrective work."

"Saturday—July 15th.

"I dictated mail until 10:30 A.M. and got out weekly letters to all the newspapers in the county. In the afternoon I drove over to Barth, accompanied by Mrs. Bush. I called on the Judge and discussed with him three serious cases that had been reported to me. The Judge authorized me to investigate these cases and to recommend what action should be taken. He said that he would immediately proceed to take whatever action I thought necessary. I found the Judge very sympathetic about all these cases, and his help and advice is valuable. I feel that a victory has been gained inasmuch as he has actually asked me to investigate for him. The Judge's heart is in the right place, but he must be allowed to feel that he is really doing the work, and because I do not care who gets the credit for the work but mainly want to see results, the Judge and I shall pull well together in harness."

"Sunday—July 16th.

"Miss Brennan took me to services at the Roman Catholic Church this morning. Father Flannigan, the young priest, preached an excellent sermon. After the services I remained to meet him. I told him what excellent coöperation the priests in New York City had given me in connection with my work among the immigrants. He said he would like to talk over things with me.

"I spent the afternoon typing a long psychiatric social history. After supper a Mr. Link of Franklin telephoned and apologetically asked if he might call and discuss his claim. As Franklin is twenty-seven miles distant, I agreed. He brought with him a small, slight red-headed chap. Mr. Link

discussed his claim from beginning to end. He wanted everything he could possibly get from the government, including back compensation, additional pay for his dependent mother, and vocational training. He said the $80.00 a month he is now receiving from the government might stop at any time. I good-naturedly told him to stop having nightmares about it and assured him the award would last as long as he is 'temporarily, totally disabled.' An expression of relief funny to see passed over his face, and he said if that was 'square goods,' he would accept it. The little, red-headed man proved to be an undertaker. To back each of Mr. Link's statements, he said, 'It surely is the truth. I know it to be a fact.' Mr. Link impressed upon me the importance of his friend's work. They had had four funerals during the past week. Being at a loss to know how to entertain an undertaker, who would talk about his work, I finally told him about my orders to take notes on a post mortem examination in France. The discussion of this autopsy put us on even ground, and we got through the rest of the evening admirably.

"The boys asked me to spend July 27th in Franklin, when the Legion is to have a picnic. They promised to obtain a place for me to speak on the program, to equip an office, and get the services of a notary public so that every disabled man in their section could file claims for compensation or medical treatment. After I had agreed to send them an article for the local paper, they smilingly departed, apparently very proud of themselves for thinking out this plan.

"I cannot be too enthusiastic about the wonderful help the various members of my Executive Committee are giving me. They stand ready to help me at every turn of the road; and with such splendid help it seems to me that I cannot fall down on the job."

XI.—The Survey Is Launched

"Monday—July 17th.

"A very amusing thing happened this morning. Father Flannigan, the young Catholic priest, met Denny, one of the ex-service men whose claim I am handling, and informed him that Miss Curry belonged to 'The Faith.' Denny had quite an argument with him, informing him that he knew that I belonged to the Episcopal Church. Denny informed me that he did not approve of my going to the Catholic Church. He said that in the matter of religion he was rather narrow. I told him that the priest had given us a good sermon and had left me with something definite to think about. I also explained to him that since my life in the army, the difference of creed meant very little to me. I usually attend a different church every Sunday. Although Denny and the priest are very close friends, Denny has never attended the Roman Catholic Church.

"This afternoon the printers finished the questionnaires for the survey. They did a good job. A volunteer worker took charge of my office and Dr. Bradford and I drove to Gunby to meet the branch members there and set them to work on the questionnaires. A local doctor and the postmistress joined the group. I had my Corona typewriter with me. Together we made out a list of 70 names of men from the village and township who had been in service. The only list I had was not nearly complete. I left the list and the questionnaires, and as I drove off noted the group with heads bent over their work. The survey is launched.

"At a local doctor's office I again stopped. Six disabled men had gathered there to discuss their claims with me. I sent their names in advance to one of the branch officers, who got them together for me."

"Tuesday—July 18.

"This morning I had an early breakfast with the doctors at their home. Directly afterwards, Dr. Collins went with me to visit the Till family. We found an alarming condition in this family. The mother and seven children are living in three filthy, sparsely furnished rooms. There were no sheets or pillow cases on the beds and the woman said she did not own any. Her husband was killed three years ago by a train. He was partially blind and deaf and did not hear the train. We saw the mother and four of the children. They are all definitely feeble-minded. The twenty-year-old boy is blind and practically an idiot, and one of the younger boys is partially blind.

"Returning to the office I found that a diligent volunteer worker, who stayed in the office for me yesterday, had locked my roll top desk, which has never been locked before, and for which I have no key. I lost about three-quarters of an hour rushing about town borrowing keys. I spent the balance of the morning dictating mail.

"At lunch Dr. Bradford introduced me to the Governor, who is to speak at Millpond this afternoon. I laughingly asked him to hold his crowd until time for me to speak tonight. He said he would. This evening I attended the Millpond meeting. This is one of the strategical points to be won over to our present program of work. The meeting was quite small. In fact, only about twelve attended and some were not Red Cross members. It was not a good time to have the meeting, due to the fact that the Governor spoke there in the afternoon. However, the small group was interested and many things have started through such a gathering.

"Mrs. Gunn told me that there would be a meeting of the branch tomorrow evening for the purpose of electing new officers.

"Just before leaving for Millpond, a representative of the Legion at Franklin called over long distance to ask me officially to speak at a picnic to be given there on the 27th.

"The state health officer for this section visited the office this morning and discussed with me relations between local welfare agencies and state public and private agencies. I told him of several instances where state representatives from the Board of Health have visited Loring recently and have gone in to visit cases instead of asking the Red Cross social worker or the county nurse for assistance and coöperation in looking after these cases for them. I made the point that their efforts could be spent to better advantage in communities where social workers and nurses do not exist, and that we could do much more adequate case work with these families if we were allowed to investigate for them.

"I wish to make a note of the fact that coöperation and assistance on the part of the editors of the county continues to be splendid. My volunteer workers are also rendering valuable service."

"Friday—July 21st.

"Today I spent in the State's largest city. I visited the Veterans Bureau and met the Red Cross Liaison Officer and all the personnel of the Bureau, and succeeded in obtaining special attention for ten of my worst soldier cases.

"Later in the day I went out to the Crippled Children's Hospital and used every possible argument to push the cases of the little club-foot boys. The hospital has only a twenty-five bed capacity and if my children await their turn it will be months before I can get them in. I explained the fact that we were making a demonstration and had to have quick results in order to insure the permanency of the work. The authorities at the hospital informed me that the final 'say' rested with the specialist who would operate upon them. He lives in a city several hours distant."

"Saturday—July 22nd.

"Today I visited the city where the specialist lives and urged him to rush the treatment of the Johns boys. He promised to do his best for me. Also I visited the Children's Hos-

pital in this city. This is the free hospital to which Dale County children under a certain age will be sent. I was glad to have the opportunity to inspect this hospital so that I can visualize it for the parents of children who may be sent there in future."

"Tuesday—July 25th.

"At a meeting of the Barth branch this afternoon I explained my work and reported on the number of soldier cases handled to date. There was a great deal of discussion. The Judge's wife seems to be very unprogressive in her ideas and if any opposition was registered, it came from her. She most evidently is not convinced of the constructive work that a trained social worker can do in the county. She said she thought almost anyone could do the things that a social worker does, and that it was everybody's business to report cases of need and suffering. Her attitude was rather discouraging. She said what she had to say in a manner that left it rather hard to reply. The Barth committee is particularly anxious to know how the funds are to be spent. The Judge's wife, although not on the Executive Committee, did most of the talking for the committee and felt that they could spend their money so much better than we could spend it for them at chapter headquarters. I explained to them that they would, of course, have a vote before the Executive Secretary is employed, and that, should they come into the program, they will be expected to pay their quota towards the expenses of maintaining the work. After the main business of the meeting was over the Commander of the Legion and one or two members of the committee checked over the lists of ex-servicemen and the Commander of the Legion promised to get the questionnaires into the mail within the next twenty-four hours. On the whole the meeting was successful; yet I believe that Barth is one of the doubtful points in the county and that I must concentrate a bit on winning the people over to the program. Their antagonistic attitude toward anything proposed by chapter headquarters dates back to war time

days when a Loring officer forbade their knitting Roman stripes into the socks for the soldiers. They very much resented the fact that their goods had to be inspected by a local woman at chapter headquarters. Barth initiated the Red Cross into Dale County, but when the county was organized later, Barth automatically became a branch and this was a hard pill to swallow."

"Thursday—July 27th.

"A disabled ex-service man from Loring today drove me to Franklin to attend the Legion field day. It was well advertised and my name appeared on the program in large and startling letters beneath the biggest attraction, a negro baseball game. An office had been arranged for me in the village hotel and a number of men awaited me. I took care of fifteen of them, finishing at seven in the evening.

"I looked up the president of the Medical Society but he couldn't be located in his office. Too much attraction on the outside! I called on the newspaper editor to thank him for his coöperation and visited the post office to meet the postmistress, who is president of the Franklin branch. The newspaper office and the post office were closed on account of the baseball game.

"The village hotel and café were crowded and I couldn't get any supper at either place. I grabbed a sandwich and a glass of near beer and was ready for my speech. I spoke from an open car on a street corner to several hundred people. It was a very difficult thing to do. I had never spoken in the open before. My car was stationed at a street corner where traffic moved in both directions and side-show men called the attractions of the street carnival. I hope the crowd heard what I said for I didn't. I was so tired and limp during the twenty-seven mile drive back to town that I wanted to weep."

"Friday—July 28th.

"I had the first scrap I've had since I came to the county today. I have been hearing that the old lawyer, who is chairman

of the war history committee, was making disparaging remarks about the employment of a secretary by the Red Cross. I called him into the office and called him on the carpet before an ex-service man who was having his papers made out. I hope he will have sense enough to realize that I shall call his bluff every time."

"Saturday—July 29th.

"Today I talked with Mrs. Gunn over long distance. She could not have a meeting of the Red Cross last night because they could not get a quorum of the members. The meeting had to be postponed again. She said she wanted 'to get her resignation over with.' I advised her to stick to the Red Cross. Her voice boomed back, 'I'll stick to you, Curry.' "

"Sunday—July 30th.

"This afternoon I spoke at a picnic given at the Fair Grounds by the Daughters of America. There were several hundred people present from various parts of the county and from other counties. Father Flannigan and the county nurse were both present. The county nurse, as Grand Regent of the Daughters of America introduced me and I made quite a long talk about the work we are doing in the county. There were six other speakers, all but one being priests."

"Tuesday—August 1st.

"This afternoon I went to Millpond with Mrs. Bush to attend the American Legion Field Day. We interviewed Mrs. Gunn and the Rev. Mr. Viney, and arranged for a meeting of the branch executive committee for Friday, August 4th.

"The County Superintendent of Schools called to ask me to speak on August 10th before the school boards of the county, which will meet here in convention on that day."

XII.—The Question: Employment of a Social Worker—Branch Voting Begins

"Friday—August 4th.

"This afternoon I drove to Millpond. After I arrived I had to get out with the Rev. Mr. Viney and almost lasso the branch committee members to get them together. However, inside of fifteen minutes we had five members out of seven of the committee, the other two members being out of town. Also the adjutant of the American Legion and two disabled ex-service men attended the meeting. The meeting was held in the gymnasium of the Methodist Church, the gymnasium equipped by Red Cross money.

"I presented the program of work for an Executive Secretary, explaining what had been done within the past two months, what the chapter expects to do in the future, and why we thought it necessary to have a worker on the job.

"After I had finished, Mrs. Gunn began 'laying her resignation on the table in a loud voice,' and I had to squelch her repeatedly in order to keep the reins in my own hands. Finally, I steered the meeting along a successful course. After some discussion as to what the Executive Secretary would cost and how the quota of the Millpond branch would be assessed, the question as to whether or not there should be an Executive Secretary was put to the branch committee. I gave a tentative estimate of $2400 as the cost of the work for one year from September, and told them I imagined their quota would run between $25 and $35 a month, assessed on a population basis, payments to be made once every three months. The Rev. Mr. Viney spoke in favor of the Secretary. Mr. Stoney a member of the committee opposed the work. It was his belief that the Red Cross was simply spending money to assist the Government in carrying out its red tape measures. He is quite bitter about his brother whose compensation claim has never been settled. Mr. Brown also seemed a bit inclined to

question the wisdom of the movement, and asked me whether I thought the county as a whole would go into the plan. I told him that Millpond was the only place I was in doubt about. Whereat he informed me that he would have me understand that whenever the Red Cross had asked anything of the town of Millpond, it had nobly done its part. I told him that I was only joking with him and that he ought to be able to imagine how I might feel after trying three times unsuccessfully to get an Executive Committee meeting, and then having to go out the fourth time and lasso the members of the committee and bring them in to the meeting. I said I quite naturally felt that they were trying to dodge me and were not interested in my being there. After much discussion, the following motion was made and carried: 'I move that our county Red Cross chapter retain a Red Cross Secretary for at least one year, and that we meet our quota of the expense according to per capita population.' Voting was by ballot, and the vote was four to one in favor of a secretary. I discovered later that Mr. Brown cast the negative vote. I was much elated over the success of the meeting and feel that Millpond, having been won over to the program, there is nothing to be feared in the county."

"Wednesday—August 9th.

"The Barth branch meeting took place this afternoon. When I arrived the chairman stated that she did not believe the committee was in favor of continuing the services of a secretary. They had a long and heated meeting. The chief objections seem to be that the committee is afraid it cannot raise any more money, and the members just want to keep the money they have in the treasury for emergencies. They explained that they only have about nineteen regular members, and that they believe it will be almost impossible to raise additional funds. The treasurer of the branch is extremely deaf, and the meeting was conducted under great difficulties as I had to turn frequently to her and yell at the top of my voice, repeating everything I had just said to the committee.

The deaf old lady just shook her head and said, 'I think things had better remain just as they are. We keep the money.' Finally I asked the committee to summon the Commander of their local Legion Post, and find out how the ex-service men felt about the work. This was done, and he was most decided in his expression of opinion that the men would be in favor of it and he said he thought it was a mighty fine thing for the Red Cross to do. This seemed to change the feeling of the committee. Then the chairman left the meeting to telephone to the Judge's wife to see how she felt about it. She said that whatever the committee decided would be all right with her. The committee members, however, were unwilling to decide on the spot. They seemed to fear that the new worker might be a reproduction of the county nurse whose work has been a failure. There seems to be a bitter feeling constantly present in the hearts of the people of Barth toward any movement that appears to originate in Loring. I learned that this was caused partly by the fact that Barth was once the county seat and its inhabitants will never forget the bitter political fight that resulted in the selection of Loring as the location for the new county seat. The meeting of the Barth committee to decide definitely about the secretary will be held tomorrow evening, and the chairman promised to notify me immediately of the result."

"Friday—August 11th.

"On my way to Franklin this morning I stopped to put up a poster in the Woodville post office. I now have these posters in five post office buildings. One of my volunteers accompanied me on this trip and was thrilled when the branch voted to contribute its quota toward the salary of a social worker. I left another poster for the post office at Franklin, and put the committee to work on the questionnaires."

"Monday—August 14th.

"Today I made a trip to another village to hear the branch vote to employ a secretary. Things are going swimmingly.

On all these country trips, I put up Red Cross posters in crossroad stores, garages, post offices and banks, so that the boys may know the telephone number and address of the Red Cross office.

"After the meeting I went to see Tom Dillon, a victim of infantile paralysis, and obtained the information necessary to complete his medical history. Although he is thirteen years old, he has never walked. He crawls over the ground as an animal does."

"Thursday—August 17th.

"Today, accompanied by a six-year-old urchin, who knows the country roads, I drove to the Dunkirk Neighborhood Church Fair for dinner. Mr. Russell, the president of the Country Life Club of the church, is a picturesque person. He wears a little slouch hat on the back of his head; a lock of black hair falls over one eye; he is small in stature. His suspenders are usually in full evidence. I have never seen him with a coat. He's a rollicking little farmer and enthusiastically showed me about to convince me that the Red Cross money expended for the fair building had been used to good advantage. Mr. Russell told me that the members of the club furnished free labor to build the shack. This club seems to be a great piece of rural organization work. From a total membership of seventy, an average of fifty attend meetings."

"Friday—August 18th.

"Today I spoke on the Junior Red Cross program to about fifty rural school teachers who are attending the Teachers Institute in Loring.

"Letters have been received from all the branch committees voting in favor of employing an Executive Secretary, with the exception of Barth which is still undecided. However, the treasurer advised me by letter that their decision will probably be favorable. It is great to note that there has been only one negative vote on any of the branch committees, that one having been cast by Mr. Brown of Millpond."

"Saturday—August 19th.

"The Judge had supper with me tonight. He said that he is going to prevent an appropriation being made by the county to continue the work of the county nurse. I tried to influence him to give a well trained public health nurse a chance to show what a wonderful thing public health nursing can be. He is very unprogressive in his ideas about the matter, and unfortunately the nurse who has been on the job here has not demonstrated satisfactorily the need. She has probably killed the work."

"August 24-27th.

"I moved my typewriter and a lot of supplies to my tent at the County Fair grounds today and held a constant reception of friends and country clients."

XIII. The Chapter Decided to Employ a Permanent Worker

At a meeting of the executive committee, held on September 4th, Miss Curry made a final report of the results of her study, which is herewith given in part. The entire report was published on the front page of the two most important country newspapers. Miss Curry, hoping that it might be thus published, worded it so that all parts of it would be easily understood even by those who had not come in contact with her work. She also tried to convey her thanks through this report to all those who had helped her.

"To the Executive Committee,
Dale County Chapter,
American Red Cross.

"Before making my final report, I should like to tell you how thoroughly I have enjoyed my work as Secretary of your chapter. Red Cross Headquarters has never given me a more interesting assignment than the job out here in Dale County.

"Also, I want to thank the members of the Executive Committee of the chapter, and the members of the sub-committees throughout the county, individually and collectively, for the wholehearted way

in which they have given me their coöperation. The work has been hard and has required every minute of my time,—many hours in the evenings in addition to regular office hours. Without the help given me by each of you I could never have accomplished the results. Your interest in the work has been an inspiration to me.

Survey Disabled Ex-Service Men

"When I reported to you for duty, I found that you were handling the claims of about 16 disabled ex-service men. At the present time your chapter has on file the unsettled claims of about 157 disabled ex-service men. These men have been located by means of questionnaires and of regular publicity in the weekly papers throughout the county. A large number of these men have tuberculosis as a result of having been gassed or as a result of influenza. The following detailed work has been done in the past three months in our efforts to secure final adjustment of their claims: * * *

"There is a great deal of follow-up work to be done in connection with these claims,—preparation and execution of additional papers, re-examination of men, etc. At a very conservative estimate, I should say it will take from a year to a year and a half to obtain final adjustment of the unsettled claims now on file.

"My recommendation is that you employ an Executive Secretary who has had special training in the handling of claims of disabled men, for at least a year. You have on hand sufficient money to finance this work for two years.

"The first obligation of every Red Cross chapter is to its disabled ex-service men. The ex-service men of your county have expressed their approval of the work you have undertaken in the past three months, and their desire to see it continued until every claim is settled. They have also whole-heartedly expressed their gratitude.

"Aside from the duty we owe the men there is a real sound business reason for doing this work. If it is thoroughly done now the county will be saved the expense of soldiers' pensions in the future. The money brought into the county through the successful settlement of the claims of the men will far more than cover the small expenditure of Red Cross funds at the present time.

Child Welfare Work

"In addition to the above work for our disabled men, the local chapter has undertaken a program of child welfare work. From time to time during the past three months, the county nurse, State Head-

quarters of the Bureau for the Blind, and interested individuals have reported to me cases of indigent crippled, blind, and feeble-minded children. It is our aim to see that every crippled child whose parents are unable to provide medical and hospital treatment is given a chance to grow straight and well or to receive the training in a state institution which will enable him to get the greatest amount of usefulness and happiness from life.

"At the present time we have on file the cases of about a dozen children,—six of them cripples, two blind, and five feeble-minded. As each child is reported to me I make an investigation of the financial circumstances of the family. Then the Red Cross arranges to send the child to the State clinic for examination. A specialist visits the clinic on certain days and the child is examined. If the specialist expresses the opinion that operation or treatment will correct the child's defect or definitely benefit the child, the Red Cross Secretary, after gaining consent of the child's parents, applies to the County Judge for an order committing the child either to . . . or . . . for operation or treatment. The Judge signs the order and the child then awaits its turn to enter the hospital. Sometimes the child must wait for months, as these two hospitals have only a very limited number of beds and they are always filled. At the hospital the operation is performed at the expense of the State. We have now two crippled children in the hospital at . . . and we have several pathetic cases, children who are victims of infantile paralysis, awaiting their turn.

"The blind and deaf children are committed direct to schools of training. The job of the Red Cross secretary here is to have the child examined and to prepare papers for his commitment.

"In the case of the feeble-minded children now under our care. many residents of the county would be horrified to know that such a family exists in the community; but we have actually found this family, a mother and seven children, half clothed and half fed, living in filth in a three room sparsely furnished shack. Five of the children are so far below par mentally that the only hope is to commit them to schools for the training of feeble-minded children. Two of these five children are blind, one wholly and one partially. There is a serious social problem in a case of this kind. Such a progeny of feeble-minded may marry and intermarry and propagate a community of feeble-minded people. The only protection for the community is to put the children in training schools, where they are safer and happier, and where they may learn some manual trade which will make them as useful as their small minds permit of their being.

"Another duty of your Red Cross secretary has been to investigate the financial status of families of widows with children with a view to securing financial assistance in accordance with the Dependent Children's Act. I have had two such cases reported to me, and have investigated same and had petitions signed and sent to the County Judge, together with a detailed report of my investigation. One of these was the case of a widowed mother, with six dependent children,—the other the case of a widow with three dependent children.

Family Welfare

"In addition to the cases of children, I have had referred to me for attention the cases of two blind adults and one adult who has cancer of the face. In the latter case the poor woman's face is half gone and the case incurable, but so-called doctors from various cities have been offering to cure her by mail for certain large sums of money.

"In connection with the above cases I had a total of 50 interviews in the past three months, including calls at the homes, consultations with the county nurse, with local physicians, and out of town specialists.

"The work of the Red Cross secretary in connection with such cases is to investigate each case and refer it to the County Judge for necessary action and then to carry the case to conclusion, placing the child in the proper hospital or institution. This is part of the social work program of all Red Cross chapter secretaries. State and county funds exist to take care of such cases, just as government hospitals and pensions exist to take care of disabled ex-service men, and the job of the Red Cross is to discover the need and apply the remedy.

"The County Judge has shown the utmost sympathy in each case brought to his attention, and has signed immediately all the necessary papers. He has often said that one of the greatest joys of his office as County Judge is to grant the means whereby a mother may keep her children and bring them up decently, or to sign the paper which will send a crippled child to a hospital to have its deformity corrected.

Junior Red Cross

"Plans have also been made with the County Superintendent of Schools to introduce into the regular curriculum of school work

the Junior Red Cross health and welfare program . . . The County Superintendent of Education has been of invaluable aid to me in my work in the County.

Publicity

"I want to thank especially the editors of the weekly papers throughout the county for their coöperation in publishing news with reference to Red Cross activities. Also I want to extend my thanks to the various organizations,—the Daughters of America, the American Legion, the W. C. T. U., etc.,—who have courteously afforded me the opportunity to address them at meetings or picnics, with reference to Red Cross activities.

County Organization Work

"During the past three months I have had frequent conferences with the Executive Committees of our Red Cross branches in the following towns, where we have active sub-committees of the local chapter . . . I have also had conferences with our former branch officials . . . Volunteer workers have assisted me in each place in locating all ex-service men. Each town has been fully informed of the work the Red Cross Secretary has been doing.

"Respectfully yours,

"Jane Curry,

"Executive Secretary."

At the conclusion of Miss Curry's report Dr. Bradford announced that she had received formal letters from each of the active sub-committees of the Red Cross endorsing the work the chapter had undertaken and voting "Yes," in favor of employing a worker for a period of one year or as long as the funds last. The committee then voted unanimously to employ an executive secretary for a period of one year, to work with the ex-service men and to continue the general social work program started by Miss Curry. Miss Engle, who had previously spent a week driving about the county with Miss Curry, meeting community leaders and listening to her plans for the chapter, applied for the position and was accepted. She was a college graduate, with a great deal of ex-

perience as a teacher. She had had three months training in social work, and during the past year had been executive secretary of a Red Cross chapter. Division headquarters advised that she had rendered satisfactory service, and recommended her highly.

The budget was also adopted at this meeting and assessed the branches on the basis of population, the branches agreeing to remit to headquarters once every three months. They preferred to keep their own funds and remit at stated intervals, rather than turn over the entire amount to chapter headquarters.

XIV. Plans—(From Miss Curry's Diary)

"September 17th.

"September 7th was my last day on the job in Dale County. The new worker arrived on the afternoon train. I spent a day or two going over the files with her and told her which soldier and civilian cases needed first attention. I talked over with her my plans for the development of the chapter and stressed the importance of regular publicity and frequent visits to branches. I warned her that the next three months would be tremendously busy ones for her and vital ones in the life of the chapter. She has before her the four following organization problems:

"1. School has just opened and the Junior Red Cross must be organized throughout the county. The field is ripe for it and the County Superintendent of Schools enthusiastic.

"2. Next, the third week in October will be the regular time for the election of branch officers. She will have to keep behind the present officers and see that the meetings are called and new officers elected prior to the regular annual meeting of the chapter members, the last week in October. She must see that each branch is impressed with the importance of sending representatives to this meeting.

"3. The annual meeting in October will require work and

planning on her part. She will have to help the chapter secretary, Dr. Bradford, give a report herself, and plan a program to interest the delegates.

"4. In preparation for the annual roll call in November, she will have to assist the Roll Call chairman and branches in organizing.

"I asked division headquarters to send their field representative to me before I left the chapter that she might know my plans and be in a better position to help the new worker. The field representative was unable to come before my departure."

XV. Miss Engle's Administration

The executive committee transmitted to headquarters a request for a visit from the field representative. In response to this, Miss Murphy on September 20th summoned Miss Engle to a town outside the county for a conference. The chapter officers were disappointed as they were anxious to participate in the conference and planning.

Miss Engle became quite popular socially. Her pleasant personality and sense of humor won for her many friends and she spent most of her evenings in their homes. She joined a bridge club and helped organize a golf club. People liked her happy-go-lucky manner, but although she was successful in her social contacts, the executive committee members felt that it was difficult for her to stimulate to action the people with whom she worked. These people felt that she lacked vision. Somehow, she contrived to give them the feeling that she was not particularly interested in her job, except as an adventure in a new field of experience. She never got excited about anything. She seemed willing just to drift along from day to day, and if people didn't do the things they should do to push the work along, she did not worry. She regretted their lack of interest but excused them by saying that they were busy people from whom one had no right to expect assistance. People found it easy to refuse her without a twinge

of conscience because she was always so nice about it and did not seem to expect them to consent.

The chapter officers felt that things were not moving as fast as they might and became disturbed. When they suggested that the Junior Red Cross work should be organized in the schools before the winter weather made the roads impassable, Miss Engle told them that she lacked organization ability and knew little about the Junior program. The chapter asked headquarters to help her, but the field representative had a full schedule and could not immediately answer the call.

The middle of October arrived and during the last two weeks all the branch meetings for elections of officers and the annual chapter meeting should have taken place. There had been no elections for three years and the chapter officers were anxious to have the secretary arrange for the branch elections and at these meetings make reports of the progress of her work. They hoped the reports would stimulate the members to become active in the November Roll Call for funds. Miss Engle sent a circular letter to each branch asking that the elections take place. None of the branches had meetings.

For lack of a quorum no business could be transacted at the annual meeting and it was a lifeless affair. The officers blamed Miss Engle for not giving an interesting report. She read them a statistical statement of the number and types of cases closed during the month. They expected her to tell them about some of her case work problems, about a visit she had made to the little crippled boys at the expense of the chapter, and about the State Conference of Social Work to which they sent her. The committee kindly tried to draw Miss Engle out about her case work and suggested that one case on which they asked for information needed further investigation. To this she replied that she was "not very strong in case work." On one occasion Miss Engle confused Mr. O'Reilly, the obstreperous banker, with the Commander of the G. A. R. He was hurt because he considered himself a comparatively young man,

whereas the Commander of the G. A. R. was an old Civil War veteran.

The November Roll Call was the next ordeal to be faced. Miss Engle felt that the responsibility for the Roll Call should fall entirely upon the shoulders of the executive committee. An extract from one of her reports, dated November 23rd, 1922, is somewhat indicative of her attitude:

"Roll Call is going slowly. I am not expecting very much. I am not a good publicity agent and the men who are managing the Roll Call are not very enthusiastic. They are both busy, of course, and are not willing to put in the time and effort that would be necessary to do the thing thoroughly. Miss Adams has just been made chairman of the Roll Call for the town of Loring and I think she will do as well as anyone could.

"I have organized Red Cross in five schools, but ought to have a lot more. I made a talk before the county teachers' meeting about four weeks ago about Junior, and now I am preparing to send out a letter to all of the teachers that I hope will help."

When the Roll Call returns were counted, it was found that the chapter had more than doubled its membership of the previous year.

The latter part of December a special executive committee meeting was called to elect a temporary chairman, as the former chairman, after a very successful year in California, decided to move there to live permanently. Captain Arnold was elected. Miss Engle advised the committee that Miss Murphy would soon visit the chapter and the committee asked her to make a full report on all phases of her work so that they might be prepared to discuss the matter with Miss Murphy.

A few days before Christmas, Miss Murphy arrived. An analysis of Miss Engle's work indicated that things were not in good shape, and this seemed to be due partly to lack of a proper business system in the office, and partly to Miss Engle's limited knowledge of methods employed in professional social work.

Miss Engle perhaps handled with most facility the soldier claim work. On account of the thorough canvass made during the summer only eight new cases had been located. The files indicated that the correspondence had been light, apparently because no tickler system had been worked out. Government red tape winds slowly and a number of the cases should have been followed up more closely.

In reviewing the plans for the development of family case work, it was found that there were thirteen cases on file. Miss Engle had closed two cases and added two. She explained that since the services of the county nurse had been discontinued, there had been no one to "dig up cases" for her. It was suggested that she ask the County Superintendent of Schools, the teachers in the country schools, the county and town supervisors of the poor, and ministers to report cases to her.

From time to time it had been reported that Miss Engle turned down appeals for financial aid, merely stating that they were not cases that came within the jurisdiction of the Red Cross. When asked what she meant by this Miss Engle said she was under the impression that all such cases were referred to the county or town supervisor of the poor for attention as it was contrary to Red Cross policy to give relief. It was explained that an appeal for financial aid meant usually some underlying problem, and frequently one of importance, needing careful investigation; where financial assistance is needed, available public funds should be used; but where no such funds exist, Red Cross money may be used.

Miss Engle complained that the Judge occasioned many delays on account of his failure to fill out and sign commitment papers. Apparently she had not thought of preparing these forms on the typewriter for his signature.

The officers felt that insufficient publicity was being given the work. Miss Engle supplied the two editors in Loring whom she knew personally with articles on the average of every other week but discontinued the weekly circulation of

articles to the other six county papers. She reported that one of the Loring editors sometimes did not publish her articles. During the Roll Call, Miss Engle turned over to this editor an envelope full of publicity prepared at headquarters for national circulation. She expected the busy man to go through the news items and publish those that he liked. Two other important means of publicity had been discontinued. Volunteers were no longer being used, as Miss Engle said there was nothing for them to do. She courageously forced herself to address one club meeting and one teachers' meeting, but expressed a reluctance to talk in group meetings. She maintained her contacts with these groups by mingling with them at church dinners, suppers, and bazaars.

Meetings she frankly admitted were a bugbear. She said she was glad there had been no necessity for branch meetings, as she shrank from making reports to committees, and did not know how to make her reports interesting. It was suggested that she discuss with her committee at the next meeting three cases upon which there had been interesting developments. She had a special problem with a blind feeble-minded boy, whom she had after great difficulty placed in the desired institution although there were 300 people ahead of him on the waiting list of the institution. This chap was a menace to the little community in which he lived. The other two cases were just as interesting and would give the committee some insight into both state and local conditions.

Miss Engle was asked to select twelve or fifteen of the best schools in various parts of the county, and during personal visits to assist the teachers to organize the Junior work. She was advised not to organize the Junior work in all the schools, but to try out an experiment with a few and add others gradually as the influence of the work spread. The executive committee had apparently expected a wholesale organization. of the 125 rural schools, and as a matter of fact, Miss Engle had made fair progress in getting programs going in five.

On December 22nd, the field representative met with the

executive committee and frankly discussed the situation. The members of the Millpond and Barth branches sent in expressions of dissatisfaction, both saying that they had never seen the new worker and knew only from hearsay that she was in the county. Barth broke its contract with the chapter and Millpond threatened to do likewise. The result of the meeting was a decision to try a new secretary.

Miss Engle went home for the Christmas holidays. She found a member of her family very ill. The week after Christmas she went to headquarters on her own initiative to explain that she would be forced to resign her position and remain at home. The personnel director at headquarters did not tell her that her work had not been satisfactory to the officers of the Dale County Chapter. Miss Engle returned to the County to submit her resignation and pack up her things.

A few days after she left the chapter applied to headquarters for a new secretary, and in the application stated that the worker must not only have training in the handling of soldier claims and adequate training in family case work, but must also have ability to handle the organization and publicity work. The letter of the committee to headquarters also asked for more frequent visits from the field representative, and stated that the committee felt that Miss Engle might have done better work had she received more help and supervision.

XVI. A Third Worker Came to the County

From January 1923 until early June of the same year, Dale County was without a worker. The Red Cross office was closed. Dr. Bradford gave hours of her time to the disabled men. A number of compensation checks came through; a number of sick men were sent to hospitals for observation and treatment; the crippled children sent away during the summer returned to Dale County much improved; several other children who had been awaiting their turns were admitted

to the Crippled Children's State Hospital; and a feeble-minded girl was committed to the proper institution. Four tuberculosis patients who filed their claims during Miss Curry's survey died before their claims were settled. This furnished a strong argument for the need of a secretary. The two doctors and the nurse on the executive committee tried to carry out the plans of the former workers in all emergency cases. This kept the executive committee interested.

Meanwhile both division headquarters and the chapter officials looked for a new worker. Early in June the chapter secured the services of Miss Elsie Doane, a young woman who was familiar with every phase of Red Cross activity. Her quiet dignified bearing and intelligent understanding of social problems inspired confidence.

Under her leadership case work again became a fascinating project for the committee members and volunteers who accompanied her about the county on her visits to clients and to group gatherings. Her immediate response to a request from the Loring City Council to take a very ill child to a hospital three hours distant for an emergency operation pleased the members very much. Some public officials, who in the past regarded suspiciously each request for funds, began to turn to her with their problems.

The coöperation of other public officials in handling social problems was obtained with more difficulty. Miss Doane early had trouble with the Judge, but won him over when she tactfully but firmly called his attention to a misstatement he made in connection with the amount of county funds expended upon the case of one of her crippled children. The Judge then asked her to investigate several cases for him almost upon the heels of a heated statement that he would do his own investigating. Her method of forcing action on the part of the Judge and District Attorney in cases of immoral conduct was not so gentle. Members of the younger generation, supplied by liquor from illegal sources, had staged a number of disreputable drinking parties in Loring. The Judge and

the District Attorney were most unwilling to bring the young people connected with the affairs into the Juvenile Court for trial. It was believed that two teen-age girls who participated in these wild parties were diseased, but the District Attorney refused to force them to have physical examinations, saying that no local doctor would make a definite diagnosis. Recently these girls and twenty men were caught in a barn where a goodly supply of moonshine was stored. One young man out of the whole group was arrested and jailed. The sheriff allowed the girls and a group of young men to visit the prisoner nightly, taking him ice cream and delicacies. The Red Cross secretary took this matter up with the District Attorney who informed her that it was none of her business. She threatened to take the matter up with higher state authorities, and since then the District Attorney has been politely coöperative.

Miss Doane also experienced some difficulty with the local U. S. P. H. Examiner. The ex-service men held a grudge against him because of his service on the draft board. Local gossip had it that he dodged active service in this way for he was a single man at the time war was declared. The men felt that he did not make much effort to put their claims through. In one instance he admitted to Miss Doane that he had at the time of the examination of one of these men, found a certain disability but forgot to note it on the examination blank. She asked him to make an affidavit to this effect, but he was unwilling to do so, as he feared it might place him in an unfavorable light with the government. The fact that the man could not prove his claim as a result of the examiner's carelessness did not have sufficient weight to induce the examiner to admit the omission.

Miss Doane at first got along peaceably with all the branch committees except the one at Barth. She never succeeded in bringing this group back into the county work. The deaf old lady treasurer refused to let her inside the front door the first time she called, and later told her a story about Miss Curry, who she claimed came out to Dale County from the

East for her health, bought herself a car with Red Cross money, and had "a grand time riding around the country, improving her physical condition at a cost to the chapter of thousands of dollars."

XVII. The Swimming Pool Controversy

The Millpond branch, which was threatening revolt at the time of Miss Engle's departure, was pacified and remained coöperative until the latter part of September 1923 when Jupiter in an adjoining county decided to spend $1000.00 for "the development of recreational and other facilities" in a city park.

Just prior to Miss Curry's employment by the Dale County Chapter, the Pointacre Red Cross branch in a neighboring county, spent its money to build a swimming pool. All during the summer of 1922 Miss Curry fought Dale County's desire to do likewise, trying to convince the Millpond Red Cross that a constructive social welfare program was of greater benefit to the whole community than a swimming pool would be. Miss Curry told the people that the building of swimming pools was an unauthorized and wrong use of Red Cross funds, unless the chapter simultaneously adopted a recreational program supervised by a trained worker. She explained that the same principle is followed by headquarters in refusing permission to a chapter to give relief unless a trained case worker is employed.

Neither the Pointacre nor the Jupiter Red Cross branches had any funds left over with which to supply supervision after the pools were built.

Immediately upon receipt of the news that Jupiter had a swimming pool built with Red Cross funds, Millpond wanted to withdraw from its agreement to help support the executive secretary, and build a pool. The Millpond editor led the rebellion, publishing on September 24th this article in his paper:

"GO-GET-'EM MINISTER IN A GO-GET-'EM TOWN

Jupiter has one of these 'Go-Get-'em Ministers' in the person of the Rev. Ralph Prigg, Methodist pastor. Last week he hopped on the train and went to Headquarters where he obtained consent to use $1000 of the Red Cross money on hand at Jupiter to establish a recreational park and swimming pool at that place. More power to Prigg!"

The Rev. Mr. Viney, Methodist minister of Millpond, could not be outdone by the "Go-Get-'em Minister" of Jupiter. Challenged by this article, he wrote a letter to each branch of the Dale County chapter, without the knowledge of chapter headquarters, suggesting that, since Red Cross headquarters had sanctioned Jupiter's swimming pool, each branch should discontinue its support of the work now being carried on and use its funds for a local project.

The Millpond committee on September 25th decided that its obligation to support the executive secretary had ended the first of September and notified Dr. Bradford to this effect. To this chapter officials replied in a tactfully worded letter that as there had been no secretary during six months of the year just past, the branch agreement had six months still to run, and they expressed the hope that Millpond would continue support even beyond the specified time.

After receipt of this letter Mrs. Gunn, much upset, drove twenty-seven miles to see her sworn enemy, Dr. Bradford, to describe to her the meeting at which she opposed the Rev. Mr. Viney, and according to her statement was in consequence "treated like a pickpocket." She "washed her hands of responsibility" for protecting the funds in the future as the majority of her committee members were determined to spend the balance of the funds on a local project.

About two weeks later an officer of the Franklin Red Cross branch, following the suggestion of the Millpond minister, wrote the chapter officials thus: "Couldn't we use our money for a tourist park? I wish that you would send me a letter

that I might read at the time of our meeting, so that it would be settled for all time as it is a source of worry to a lot of us that we can't spend the money."

XVIII. At Annual Meeting Four of Nine Active Branches Withdraw Support

In desperation the chapter officials asked Red Cross headquarters to send a representative to their annual county meeting on October 31st to explain Red Cross policies in connection with the expenditure of moneys in local Red Cross treasuries. Only six persons attended this meeting, although it was known that the representative from headquarters would be present. Deposit was the only branch represented, and this representative came instructed by the membership of her group to withdraw financial support. Deposit, hitherto always coöperative, had been demoralized by the conduct of Jupiter, her nearest neighbor.

Four of the nine active branches, three of which held the largest part of the money, having withdrawn support, the officers faced the fact that the work would have to be discontinued, unless funds could be raised in some other way. Captain Arnold suggested that the county be asked to reëstablish the public health nursing service in coöperation with the Red Cross. The suggestion was not given serious consideration, as recent legislation had made it optional, and not compulsory to employ a nurse at county expense. It was recalled that the vote which discontinued the appropriation for nursing service a year prior had been a tie vote, which in Dale County operates as a negative vote. For this reason Captain Arnold felt that a few more "Yea's" might be had at the next meeting of the county board of commissioners. It was decided to try to obtain supplementary funds for either a nurse or a social worker.

The officers also hoped for some additional support from the Roll Call in November. Miss Doane, undaunted by the

failure of the annual meeting, worked with determination to bring together the people from all over the county to a Roll Call rally.

XIX. Membership Doubled in Annual Campaign

In a report made November 21, 1923, to her supervisor, she said:

"You will no doubt be interested in knowing that we finally did succeed in having a county meeting. It was the largest and most enthusiastic meeting since the war. I wish that you might have been here to enjoy it. Millpond representatives surprised us all by their determined insistence that the peacetime program must continue. However, they do not wish to contribute in any substantial way to its support, but I believe that we will win them over on that point also. Their idea was to ask the county board to appropriate sufficient funds to pay perhaps half of the expense of the program. Other branches did not favor that, so they finally voted to continue the work as long as they could with the funds in the chapter treasury, and with what support the branches would voluntarily extend. The editor of the Millpond weekly has displayed the most admirable spirit. I am becoming quite enthusiastic about him. Millpond is planning to beat Loring in the Roll Call. They called up Saturday and told me they had their first one hundred members, and wanted more cards and buttons. We have all the towns in the county well organized, but it is difficult to organize the rural communities."

By December 15th the Roll Call returns were complete and showed a total of 768 members, as compared with the 360 obtained the year previous.

XX. The Red Cross's Appeal for Partial Support from Public Funds Was Refused

Early in the new year, the secretary presented the report quoted below to the County Board together with an appeal for aid:

"Report of Executive Secretary Showing Results Red Cross Chapter Service to Community, April 1, 1924.

"Soldier Work

Number of clients	171
Medical treatment obtained for	42
Vocational training obtained for	16
Compensation obtained for	56
Amount compensation received to date for men in county	$52,197

"Family Case Work

Number of clients	31
Medical treatment obtained for	17
State institutional care for	5
Mothers' pensions for	6
State aid for blind	3
Coöperation rendered the Juvenile Protective and other state welfare agencies	13

"It will thus be easily seen that on soldier work alone the people of Dale County have expended five thousand dollars for Red Cross service and there has already come back into the county for its disabled men ten times that sum or over fifty-two thousand dollars.

"The saving to the county from the family case work program cannot be estimated in round figures. The results of this work are more intangible. It is interesting, however, to try to interpret a few of the figures in this report. The five children sent to state institutions were all hopelessly feeble-minded. These children belong to one family which has always been a drain upon the county finances.

"Of the children sent to hospitals, seven were cripples and in five cases the deformities were corrected. A touching evidence of the gratitude of one of these children was shown one day when the Red Cross Secretary, driving through an outlying township was hailed by a youngster whom she had taken to the hospital the summer before. He ran up to the car, and exclaimed, 'O, say, how many cripples did you find to-day?' He then reported the cases of two children in the community whose mothers were unable to secure the necessary medical care and treatment, and who were anxious to have the assistance of the Red Cross.

"The six mothers' pensions have made life easier in those families where in the past the mother has worked far beyond her strength to support her children. In one case, the mother had seven children and was trying to eke out an existence on a farm where she did most of the manual labor about the place."

The county commissioners would not agree to take over half of the expense of supporting a social worker or a nurse, and on June 1st, 1924, the funds being exhausted, the executive secretary closed the door of her office and departed to another rural community.

XXI. The Community Situation in 1925

In September 1925 Miss Curry while on a visit to the women doctors of Dale County made a study of the situation and recorded the results in her diary as follows:

"Prosperity is evident on every hand, but the farmers still entertain one with stories of high taxes, a bad season, and complaints about the things they cannot have, in spite of the fact that the report of the state assessor of incomes shows that property valuation in Dale County is higher per capita than that of any other county in the state. The county pays the third largest state tax among the rural counties. Land is valued at $100 to $125 per acre. There are nearly four hundred more automobiles, tractors and motor trucks than there were when I first came. The dairy farmers still hold their own in the cheese market and the number of swine has increased about 25% since 1922.

"Officials from the state department of education have not hesitated to say that the schools in the county are very poor. This seems to be due to the type of farmer represented on the district school boards. At the last election for County Superintendent, my old friend, Mr. Mosey, was victorious by only a few votes. He was opposed largely on the grounds that he was too old, had had the position long enough, and was

unpopular with teachers and school boards. He was saved from defeat because he was the only Protestant candidate and his ticket was backed by the Ku Klux Klan. He does not expect to be reëlected for another term unless a star play that he has made this fall wins the admiration of the local people. He requested the State Board of Education to conduct a special experiment in the county. In compliance with this request, the State Board sent in at the beginning of the fall term of 1925 a staff of experts who spent ten days in the county making a survey of the schools and helping the teachers. They also did some educational work with the people in the various districts and searched for intelligent leadership. One of them was interested in the physical facilities of the schools,—buildings, lighting and heating. Another was a recreation expert. Another tried to help the younger teachers to make the programs of study richer and more interesting. My friend, the editor of one of the Loring papers, who is a Catholic, tells me that the Sisters for the first time this year attended the county institute for teachers. In the past they have always gone outside the county for their work.

"Health conditions in the schools are little better than other conditions. In her last report to the county commissioners just prior to the decision to discontinue her services, the county nurse placed on record a statement indicating that 660 of the 1883 children examined by her were defective. Of this number 617 were ten percent and more underweight, 310 had teeth defects, 200 infected tonsils, and 575 eye defects. Although the Red Cross chapter has offered to pay part of the expenses of a county school nurse, the county commissioners are obdurate in their decision not to tax the county for a nurse. In 1924 the county spent thousands for the care of their insane and feeble-minded in various state institutions, but only a few hundred for doctors' fees for the care of the sick inside the county.

"The appropriations for poor relief have varied little from

year to year over the last few years. For 1925 they were as follows:

Care of inmates County Home	$ 1,600.00
County share of poor support	274.00
Amount charged back poor support	1,345.00
Fund for the blind	1,000.00
Mothers' Pensions	12,000.00
Indigent soldiers	1,500.00
State Children's Home Society	100.00
	$17,819.00

"In addition to this it costs about $8,500 a year to run the county poor farm, toward which there is an annual credit of around $3,500 from the cash sales of the farm produce The home usually houses from ten to sixteen inmates.

"The dance hall inspections required by state law are managed in such a way that they do not incur additional expense to the county. In 1925, 27 licenses were issued at $10 each, amounting to $270, and 162 dance permits at $4.00 each totaled $648. This netted the county $918.00 and of this amount the dance committee of the county commissioners spent $742.82 on inspections. The dance committee of seven appoints yearly twenty-four dance hall inspectors, each of whom covers a separate part of the county.

"There is sufficient money on hand in the Red Cross treasury to pay for half of a year's work, but the branches are not willing to coöperate in a county program. Each branch feels that it has a right to spend its money locally. Efforts to get the county commissioners to appropriate part of the salary for a nurse or social worker have up to this time failed. The women doctors, who are more interested than any other people, feel that at present it is hopeless to try to carry on a county-wide program and none of the villages is able to support a separate worker.

"A few material results have been accomplished. A few

families have a better chance for economic independence and happiness. The Judge is giving about $7000 a year more for mothers' pensions than he did four years ago. During my visit a number of those with whom I had worked asked me to help to solve problems in which they were interested. Many of the leaders in the county know what social work is and some of them have had the experience of working together to improve social conditions."

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QUESTIONS

1. Make a list of all the evidence you can find in this record which indicates the need for social work in Dale County.
2. Make a list of the chief instances you can find in which Miss Curry showed skill in community organization.
3. Do the same for mistakes.
4. Discuss Miss Curry's plan. Is it sound? Is it useful as a step in method?
5. What do you think of the principles adopted by Miss Curry at the end of the first week?
6. What mistakes has the division office made in its contacts with Dale County?
7. What are the arguments for and against Miss Curry's policy of going to different churches?

8. To what extent was Miss Engle handicapped or helped by Miss Curry's work?
9. What was the trouble with Miss Curry's letter to the editor of the Millpond paper?
10. What evidences are there of Miss Curry's ability to cooperate with other agencies?
11. Discuss Miss Curry's publicity program.

church who could also handle the affairs of the Community Club.

In the fall of that year a young man, Charles Austin, was secured for the position. He was a graduate of a university and a seminary. During the year previous he had been making social surveys in rural communities in the Middle West and, as he put it, he "came to this little town with a wealth of theory inside of him and a wealth of experience in front of him."

II

One evening about four weeks after Mr. Austin's arrival two young men called upon him and asked him to help them form a club in the neighborhood so that the young men in the village could have an opportunity for recreation. They told him that there was nothing for the young people to do except go to the village nearby for amusement or to hang around the saloons. Mr. Austin asked them to give him a week to look around a bit to see what the town's facilities were. He then went ahead with a hasty survey of the resources of the village. A thorough house-to-house investigation he postponed until later.

He found the population of the town to be approximately 1000. There were about 220 families and of these about 40 were wealthy. The rest were chiefly the families of masons, carpenters, contractors, merchants, or employees on estates. There were a few commuters, mostly newcomers, who had replaced some of the older families that had either died off or moved away when they sold their farms. There were five saloons. He found that the community spirit was dead and there were no recreational opportunities. There were two organizations among the young men. The Hilltop Athletic Club was a club which had been formed around a baseball team by a progressive citizen who had left the community. This club met once a week in a shoemaker's shop near the railroad station. It had dwindled to some 15 members and

was not in particularly good repute in the neighborhood. The volunteer fire department with a membership of 40 met occasionally in a shack near the Ferndale Church.

The Ferndale Church numbered but twenty-two members, of whom only fifteen still lived in the community. Since its split from the Baptist Church fifty years ago it had conducted about the same program of Sunday School and church services. Many of the old members of the church had died or moved away. The church had failed to modify its program at all with the changing economic situation in the village. Mr. Austin writes, "The church was simply looked upon as a place for weddings, funerals, and preaching services, and it is more than likely that some would have regarded it as the pious plaything of the village clique." This clique was made up of old timers, for the incoming rich all turned to the fashionable Unitarian Church.

There was no doubt in Mr. Austin's mind about the need for recreation in the community; and the residents, at least the younger ones, certainly shared the consciousness of that need. No one, however, had been willing to do anything about it, and the prevailing state of mind expressed itself in grumbling about it. Consequently it seemed to Mr. Austin that the problem of the community was not so much the need of recreation as the lack of responsibility for meeting that need. The logical step then seemed to be to create or bring out in the people a sense of obligation for their recreation.

Mr. Austin, therefore, secured an invitation to meet with the Hilltop Athletic Club on a Tuesday night. He sat around and smoked and played cards with the boys and learned a lot about the club and its history. He met with them again Wednesday and then Thursday. At this time he proposed first that they give up their own organization because there was a need for more recreation than mere athletics for the young men of Ferndale; secondly, that they unite with other young men in an organization to control and direct all forms of play, indoor and outdoor, this organization to be open to

all, and self-supporting; thirdly, that they petition the Community Club to admit them as full-fledged, one-dollar members of that organization, their members to function as the recreation department of the Club.

With the agreement of the Hilltop Athletic Club to the scheme a mass meeting of all the young men of the community was called for Friday night in the fire department shack. Invitations were sent to fifty young men. We will let Mr. Austin describe the meeting.

"It will be long before I forget that meeting. The fire truck had been hauled out so as to make room for the thirty-five or forty fellows who had come to see what was up. They sat around the edges of the room on camp chairs, benches, boxes or anything else that offered a seat. Everybody was talking before I entered, but the moment I came inside the door a funereal hush fell upon the group that lasted in spite of all attempts to break it, until I had taken my departure. I called the meeting to order and made some sort of speech. I tried to introduce a little humor at the beginning of it but it fell flat so I abandoned the attempt and went on to outline the same plan I had proposed to the Hilltop Athletic Club. Concluding I said, 'Here is a plan. Now what do you want to do with it?'

Not a word. A minute or two passed.

'Any questions to ask?' Nary a question. Two or three more minutes passed.

'Any objections to offer?' Nary an objection. More minutes.

'Doesn't anyone in this house have the power of speech?'

No one had.

'All right,' I said, 'think about this business for a week. Then we will meet here again one week from tonight and either put this plan over or bury it.' I went to the door and turned to face the crowd once more, 'Good night,' I said.

Then in one voice everyone answered, 'Good night.'

"As I walked home I wondered at the meaning of their silence and of that last vociferous 'good night.' Was it the silence of disapproval, or bashfulness or fear to speak out before the crowd? I made up my mind that it was the latter. This town had been so long without an organization or a leader that its young men had forgotten or never learned the American tradition of free discussion in public meetings. And somehow as their 'good night' rang in my ears, it seemed that there was in it the overtone of promise,—even of wistfulness."

The boys met again the following week. Mr. Austin had invited Mr. McMerny, politician and founder of the athletic club, to attend the meeting. There was plenty of discussion, and following the leadership of Mr. McMerny forty boys signed the petition. One lad took the petition out the next day and obtained thirteen more names.

III

Mr. Austin devoted the church service the following Sunday to the question of clean recreation in the village. Postal cards were sent to all the Protestant families in the vicinity. The church was crowded and even some of the directors of the Community Club were present. The pastor spoke directly of this petition which the boys had drawn up requesting the opportunity to organize their own play.

That Sunday afternoon the Community Club met and granted the petition and appropriated the $53 dues to the recreation committee. Seven men were appointed to this committee, two of whom were members of the Community Club. The members of the committee were from 23 to 35 years of age. A popular lumber dealer became chairman. Three carpenters, a barber, a contractor, and a preacher made up the remainder of the committee. Three sub-committees of the boys were appointed: a temporary quarters committee, an entertainment committee, and a house committee.

The temporary quarters committee, as its first step, set out to find a suitable place to house the new organization. It selected a big, red barn which was rather centrally located along the road between the two chief centers of population. Farmer Otis who owned the barn consented to rent it for $10 a month. There was a great deal of work needed to make this barn a suitable club house. The committee had very little to start with, but the young men who were carpenters offered their time in any work that was needed. The local lumber dealer offered credit on whatever wood was needed, so the

boys set to work in off hours and soon had completed a dance floor, a partition and a vestibule. Others equipped the house with electricity. It was felt that they would not be able at this time to furnish the barn, but it was suggested that in the attics of the village was enough material to meet their needs. Consequently a letter was circulated throughout the village asking for equipment. There was a generous response and a mass of material came pouring in. There were games of all sorts, chairs, two phonographs, and even a piano and a pool table. Some cash was donated also. The barn soon took on the appearance of a club house.

This temporary quarters committee later became the house committee. It took charge of the discipline of the house. The chief rules were: no liquor and no gambling. The former rule was not entirely lived up to. The chief difficulty, however, came from disorder. The honor system did not work in preserving order at the house. Consequently the services of an elderly man were secured to act as superintendent in the afternoon and evening. This brought the expenses of the club to forty or forty-five dollars a month.

The entertainment committee had the dual purpose of providing dances and paying the upkeep of the house from the proceeds of the dances. The committee members staged a fortnightly dance and euchre from which they were able to realize a large enough sum to pay the overhead of the barn. The attendance at these affairs fluctuated from 60 to 110 people. The committee also ran a dance after the annual library benefit bazaar, which made money for the first time. The committee did not have all smooth sailing and usually resigned in a body after each affair. At length it was decided to have the committee chairman chosen by popular vote so that the position would carry some honor with it. Three chairmen chosen in this way failed so "thereafter the executive committee chose the chairman of the entertainment committee on a basis of ability and character rather than popularity."

The athletic committee organized a baseball team and two boy scout troops. One of these troops soon went out of existence but the other attained a membership of 15 boys with Mr. Austin as scoutmaster.

Mr. Austin, in a magazine article in the fall of 1918, summed up the accomplishments of the first year in the barn. This article is paraphrased in the following sentences. The average attendance in the club room at night was from 20 to 40 young men. The membership had increased to 148. These boys were governing themselves and paying their own expenses. At the same time they were furnishing recreation for the whole family and working for the improvement of the whole neighborhood. A band with a membership of 22 had been formed and was being conducted under volunteer leadership. The band had bought its own instruments. The barn was the social center of the village. The saloons had begun to lose business. The people were beginning to work together pretty well. The secret of this was that they had an unselfish purpose.

In a book he has written Mr. Austin tells of some of the obstacles which he met in the village. The seven saloons furnished a striking problem. According to the writer the saloons were constantly fomenting opposition to the projects which were being attempted in the town. They declared Austin to be the agent of the rich. There was no local option at the time so it was not possible to do anything about the saloons. A mild program was being carried out by the opposition and this program consisted of aiding the anti-saloon league in creating a public opinion to keep the saloons in check. There was also a disorderly house near the railroad, which was eventually closed after two raids.

A social survey made at the close of his first year revealed difficulties in the shifting nature of the population. One-half of the population had lived in the community less than ten years; one-third was employed on the big estates, the members of this latter group averaging only about two or three

years in the community. Many of the old timers still in the village were just holding out for a higher price for their land when they, too, would move from the community. In general the people did not feel that it was necessary to improve conditions. Mr. Austin also mentions the physical degeneracy present in a village of this size, the "cussedness" of the natives, and the faults of the wealthy, too,—particularly the patronizing air which they sometimes exhibited.

IV

It had been felt from the first that the community needed a permanent, well planned club house. Early in 1914, about a year and a half after the barn had been put to temporary use, a campaign was begun for a community house. The drive went over with great success. The village blacksmith started the subscription with $25, which was no small amount for a man of his income. At the end of the campaign it was found that 110 families had subscribed $31,000, the subscriptions varying from $15 to $2,500. About $1,500 of this amount was in voluntary labor which was as good as cash. Nearly every resident gave something. Some gave money, some gave labor, and some gave advice.

A site was selected on the main thoroughfare halfway between the two principal centers and almost across from the red barn. An expert architect who had done a good deal of work in Ferndale offered his services. It took four months to draw up the final plans since so many ideas had to be incorporated into the final drawing. When this was finished and the building committee was ready to submit the job to a contractor, it was suggested that the house be built with a manager in charge and with separate committees of workmen for each particular job. A local contractor agreed to act as manager.

The winter of 1915 was one of unemployment and it is said that the builders and carpenters could not obtain work

throughout the section in which Ferndale is located. Consequently the men worked on the construction of the Community House for smaller wages than they would ordinarily have received. Said Mr. Austin, "Some of the men were glad to donate to the building fund a part of each day's wage as their contribution toward the construction of the Community House. Others gave five or ten days' labor outright. A few gave two or three weeks and one workman donated over $100 in time. Nothing could have made the walls of our building more firm than this voluntary labor. Every workman seemed to feel that the building was partly his. The sweat of his brow was going into it."

Mr. Austin's description of the opening night at the Community House gives us some conception of the general layout:

"On the night of the house warming fully four hundred neighbors, rich and poor, young and old, crowded into the house and inspected it from cellar to garret. In the basement they found a large room for the fire department, another containing two bowling alleys, and smaller ones for fuel, storage, furnace and lavatories. On the main floor the visitors found a good sized auditorium, seating about three hundred, a social room adjoining and an excellent form of folding chair which was at once comfortable, safe and good looking. In the social room there was a pool table, sub-station of the library, and various small games. On this floor, too, was a small office for the secretary. Across the front of the house was a large veranda suitable for summer dancing. Through these rooms the neighbors trooped and on up to the second floor, where they inspected a small motion picture booth and the quarters of the superintendent and his wife."

From the outset it was planned to make the house self-supporting. The notion was that everyone using the house should pay his way. This idea was carried over from the experience in the barn where free privileges had not worked out satisfactorily. Another idea which was transferred to the house was that of committee rule rather than popular government. The secretary of the Community Club acted as chairman of the house committee and each chairman was responsible to

him. He in turn was responsible to the president of the Community Club.

The president of the club was elected annually by the board of directors. Each spring five of the directors were elected for a term of four years making a total board membership of twenty. A nominating committee from the board of directors submitted a slate of nominees for the vacant places on the board to the annual meeting of members each spring. The five directors were chosen in the meeting. Then the new board of directors selected the officers for the coming year.

During the first year in the house, the records showed a weekly aggregate attendance of from seven to eight hundred. During these early years the activities of clubs changed from time to time, especially the organizations made up of adolescents. The movies presented a problem of standards. After trying a number of producers the committee at length found one agency which could be relied on for the most part to furnish satisfactory entertainment. A house member operated the moving picture machine and two young men volunteered to handle the door and tickets. The movies contributed quite a sum to the house funds during the early years. The budget for one year showed a total income amounting to approximately $4,000.

The fire department enlarged its equipment by a neighborhood canvass. At first this organization was a separate department of the Community Club but later it was incorporated under the State laws and from then on it was supported by taxation. It continued under jurisdiction of the house rules, however, and the rooms in the basement quartered the equipment of the department and served as a hangout for the members.

The winter following the building of the Community House was another season of unemployment for the carpenters of the vicinity. Something was needed to stave off a desolate winter for the village, since the merchants would suffer along with

the builders, so Mr. Austin brought the workmen together in a mass meeting and put up to them a plan which he had worked out for a craft guild to construct garden furniture and bird houses to be sold to the wealthy people of the community. The scheme was agreed to and with the assistance of capital from some of the well-to-do a shop was established in the barn which had served as a clubhouse previously. Many weaknesses were observed as a result of the first year's experiment. These were rectified somewhat in the following year. As work became available the shop was conducted as an overtime and casual slack time industry. It finally went on a piecework basis after a busy season on an individual wage standard had proved financially a failure.

V

The epidemic of infantile paralysis which swept the eastern part of the United States one summer gave the community a chance to show how it could handle a specific problem. A call came for the town to provide temporary hospital accommodations for the patients from the surrounding territory. In three days a house was put in shape for the purpose, Mr. Austin publicly excusing from the church service those who worked on the house. The town also provided a temporary health officer to care for the quarantined families. The experience brought to the attention of Ferndale people certain of their sanitary needs. It demonstrated that the town could be quickly organized to meet an emergency since sixty or seventy volunteers had together put across a constructive job. Mr. Austin writes that among the volunteers were many familiar faces, some young, some old, some rich, some poor. These people were not only bearing their own burdens but also were taking more than their share of the community's burdens.

A stock-taking in the spring of 1917 showed the record of the Community Club during five years under a paid secretary. The following accomplishments which were listed in the

1917 annual report of the club are in addition to those already mentioned above:

1. The treasurer's report showed that all debts were paid and that there was a surplus in the bank.

2. The finance committee had recently doubled the club's income from dues. The revenue from this source totaled $3,800. Membership fees were $1, $5, $10, $25, $50, $100 and $200 a year. The privileges were the same for all types of membership. The increased income had resulted from a campaign to have individual members raise the rate of their dues.

3. The committee on roads reported that six roads had been macadamized.

4. Through the committee on education, the Club had independently organized a kindergarten, a sewing class, a cooking class, and a manual training class. Each of these had been conducted as an experiment and now all but the last one had been turned over to the public school.

5. The work of the mosquito committee by this time consisted in checking up the activities of the county commission which now carried on the work begun originally by the Club.

6. The committee on winter sports reported that the pond which had been made by damming a swamp to prevent the breeding of mosquitoes had been used for skating and ice contests.

7. The law and order committee reported a well-behaved town. One place run by a group of gamblers had recently been closed.

8. A public dump had been instituted by the general improvement committee and 300 Norway maples had been planted along the highways.

9. A village nurse had been employed to work in coöperation with the village school, caring for cases in the town and for the health of the school children.

10. Two women conducted a dancing class every Friday evening at the Community House, which reached forty or fifty young people weekly.

11. The school children had been stimulated by prizes to build their own gardens and now seventy were in the annual competition. Consequently the village was tending to raise more of its own food.

12. The township had constructed a $10,000 bathing pavilion to take the place of the outgrown cottage which the club had fostered.

13. The library contained 3,500 volumes and had a branch in every room of the public school. The monthly circulation was over 6,000. The state librarian had reported, "The record is second to none in the state."

Mr. Austin summed up the accomplishments by saying, "We have learned that a few red-blooded men and women, by working together, can make life worth living in a small village."

VI

The coming of the war transformed the activities of the Community House. During the day a branch of the Red Cross carried on a busy program of making bandages and dressings. A Home Defense League was organized among those slightly over age for service, and this outfit drilled three nights a week in the assembly hall. Altogether 132 men entered the service from the community. A total of $2,150,463.61 was pledged by the village in the five Liberty Loan campaigns and five other wartime money-raising drives.

In the spring of 1918 Mr. Austin left Ferndale. The achievements of the Community Club have been given. A word should be added about the church. The church congregation was built up. The Sunday School program was changed to the graded type. The church furnished its constituents a yearly program of community service.

In the fall of 1918 Robert W. McGhee came as full-time secretary of the Community Club, and at the same time the pastorate of the Ferndale Church had a new incumbent, the Rev. H. R. Mason.

One of the first activities under Mr. McGhee's auspices was a thoroughgoing social survey of the community which was carried on by a committee composed of himself as chairman and the two ministers of the village. This survey, described as "in no sense a complete scientific survey," at least gave a good idea of the population make-up of the township.

The total population was found to be 2,146. This included the employees on the estates, some of whom were present in the community only a part of the year. The school population, children from six through seventeen years of age, was 410, or 20% of the total population. Of these 410, 169 were between 12 and 18 years of age. The Club at the time, through its club activities, was reaching about 30% of this group. The report adds further, "About 65% of the 2,146 of the population are 18 years of age and over. These are the people who are responsible for our community life. Every one of them that desires that this community should be a better place to live in should be a member of this club; and yet, despite the fact that we now have the largest membership in our history, less than 25% have joined and a still smaller percentage is actively engaged in carrying out its activities."

Nationality figures were obtained on the basis of a permanent population of 1,873. Of this number, 1,357 were American born, 227 were American naturalized, and 289 were foreign born unnaturalized. In 236 of the 448 families in the community, both parents were American born, in 101 families one or both parents were foreign born but naturalized citizens, and in 111 families one or both parents were foreign born but not naturalized citizens. The chief nationalities by families among the foreign born were: Italian, 42; Polish, 51; English, 34; Irish, 19; Swedish, 16; Scotch, 15; German, 13. Very few of the families of the first two groups had been naturalized while a large majority of the other five had been naturalized. That is, those from Northwestern Europe had become naturalized and those from Southwestern Europe had not. There were no figures, however, to show whether the

naturalized groups had been in the community longer than the eastern Europeans. Of the 741 children 18 years and younger, 323 had both parents American born, 170 had foreign born but naturalized parents, and 246 had foreign born but not naturalized parents.

The committee submitted the following recommendations as a result of this survey:

"1. More serious consideration shall be given to the group organization of our young people.

"2. Our Club shall seek to develop a program of activities that will definitely stimulate the active participation of all racial groups for a common purpose."

Mr. McGhee's first aim was "to create in the community a realization that the people of the community could do things themselves without depending upon the wealthy people to furnish either the leadership or the funds; and through various clubs and other organized activities to develop among the younger people new leadership."

For the year 1918-19 the aggregate of attendance at the Community House was estimated at 30,000. Some of the activities at that time, in addition to the war program which has been previously mentioned, were a baby parade, a community fair, a poultry show, an athletic meet, monthly dances, four smokers, an older boys' conference, an older girls' conference, and nine community assemblies with well-known speakers. (These were in addition to the regular motion pictures, bowling, pool, etc.) Said the president of the Club in his annual report for this year, "Mr. McGhee not only has the faculty for carrying through many interesting programs, but generally has a new idea formulated in his mind before he finishes the old one, which keeps him and ourselves always on the alert."

At the end of this year the finance committee reported that "because of the greatly increased activities of the Club, the large amount and the great variety of new work taken up by it, because of the increased cost of carrying on all operations

both old and new, and because of the increased cost of producing motion pictures in the club house and the resultant smaller income, the Club found itself in need of about $2000 per year additional income. This need was met by increased donations in the form of dues."

Three happenings outside of the club activities deserve mention. In the Spring of 1919 the Guild Craft Workers decided to sell out and cease their activity. In the summer of 1918 the Ferndale Cooking Club had been inaugurated by the Club. This incurred a deficit of $800 and it was hoped to clear this by continued activity. A committee of the Ferndale Club began an inquiry into the question of a water supply for Ferndale.

For the year 1918-19 there were 327 members of the Club contributing $9,695. Of this amount 28 members contributed $5,600; 20 members contributed $2,000; 69 members contributed $1,885; 210 members contributed $210. There were 78 women in the membership.

For the following year the board of directors was made up of eleven $200 members of the Club, two $100 members, two $5 members and three $1 members. Of the latter five, one was pastor of the Unitarian Church and one was the principal of the school. There were no women board members.

VII

Mr. McGhee resigned the secretaryship of the Club in the spring of 1920 to take a position with a national organization. During his second year a change began which is summed up in the president's report of the year. "Through Mr. McGhee's suggestion a Civic Association was established during the past year which was composed of representative members of the community. This association had several meetings, and the discussion of the general welfare and its diversified interests has undoubtedly been beneficial to the Club. I recommend that the advice and suggestions from our members in

general be encouraged to the fullest extent, and that the character of the representation composing the Civic Association shall be carried out in the formation of our board of directors and other committees. It seems to be most fitting at this time that the general management of the Club should be turned over to those who have derived from it the greatest benefit, and your executive committee will recommend such a plan at the next meeting of the board of directors."

It was decided to go ahead without the paid secretary. Furthermore, the $1 members, that is, the village population, were given greater representation in the management, carrying out Mr. McGhee's suggestion to the executive committee. Mr. Frederick Carhart, superintendent of a nearby country club, a one dollar member, was selected president of the Club, and Mr. Clarence Haskins, principal of the local school and likewise a dollar member, was chosen secretary. Two of the large contributors remained as vice-presidents, as did the treasurer. Through filling vacancies on the board of directors in addition to the annual election of five members, the representation on the board was changed so that there were nine $200 members, two $100 members, two $5 members, and seven $1 members.

Mr. Carhart by virtue of his position in the country club and his own personality presented some good qualifications for the presidency. He is a genial, friendly man who is acquainted with everybody in the community. He is known to be accommodating and active. His job gives him a chance to mingle with the wealthy and he is not at all abashed in their presence, but he is not one of the well-to-do himself and does not pretend to be. He is always at hand for activities at the Community House, where he mixes with all of the groups. His occupation also gives him freedom of time to be on call when needed by the House. He had been active on a number of committees of the Club before he was chosen the chief executive.

The principal of the school in a community the size of Ferndale if he is at all deserving occupies a position of leadership. This was quite true of Mr. Haskins. He is a man of ideals mingled with caution and of austerity combined with goodheartedness and friendliness. From Mr. Austin's account one judges that Mr. Haskins served occasionally to keep the feet of the former promotive genius nearer the ground than they might have been had they leapt alone. He had served the House from the beginning by his activities on its committees. He was once a deacon of the church and has at present ideas for the position of the church and the school in the community which are quite modern.

The financial condition of the Community Club was given as another reason for proceeding without a paid secretary. The salary apparently would not be the only saving. Some of the people of the community felt that the paid secretary was inclined to promote too many expensive activities. The first year under the new officers tended to show at least that it was less expensive to operate without a paid executive. The statement of Mr. Haskins that they entered the year $3,000 in debt and at the end of the term were $1,000 ahead is borne out by the figures in the annual report for the year 1920-21. It should be added, however, that part of this indebtedness which accrued during Mr. McGhee's régime can be charged up to the deficit on the Ferndale Cooking Club experiment and to the liquidation of the garden furniture and bird house scheme.

The activities of the Community House, however, did not entirely go on without skilled leadership. Community Service had established itself in Greenwich County, working with the Greenwich Association. Four recreation experts were located in the county promoting activities in the various communities. Ferndale was served by them. Miss Barbara French, dramatic leader of Community Service, organized the Ferndale Dramatic Association, a little theater group which gave several

bills of plays. The song leader furnished by Community Service helped out in meetings at the Community House. The social dancing and recreation leader organized numerous activities in the house.

In spite of the let down following the war and the stimulation lost by the departure of a paid secretary, the House seems during this period to have moved along. Most of the pre-war activities were continued in the House; few innovations came in except through the agency of Community Service. The officers seem to have been pleased, if one may judge from Mr. Carhart's report at the end of his first year in the presidency.

To quote him, "Practically every activity that we have had has been asked for by the people of the community and the coöperation has been such as to make this year a great success both socially and financially."

VIII

The leadership which Community Service had furnished evidently brought to the attention of the board of the Community House the need of recreation for the young people of the community. At any rate it was felt that an attempt should be made to organize activities and games for the old and young of Ferndale. The school also needed a man to conduct the physical training required by the state law. So in the fall of 1923 a young man named Huntley, who had studied at Columbia University, came to the town to handle the job of the school and the Community House.

Mr. Huntley evidently impressed the community as a chap who could start things and keep them moving. Sociability was his forte and he was soon promoting an attractive program of activities. The assembly hall in the Community House could be adapted for use of the gymnasium classes and group games, and Huntley made the most of the available facilities. The program consisted of a few minutes of calis-

thenic exercises, followed by volley ball, basketball, and other mass games.

The only individuals in the community who really had an opportunity for organized play were the public school children, but even this was rather limited. The school has a spacious school yard which can be used to good advantage during the open months. In the winter, however, the activity has to be limited to the school rooms, which are well crowded with desks. The adolescents have no place outside of the Community House. Parker Hall, where a few of the young men and women go on with their education, takes care of some but the majority do not go beyond the elementary school so they are left with no recreational opportunities.

Mr. Huntley instituted a program which would give all the groups a chance to use the House for play. The following weekly program which he built shows an inclusiveness of age groups:

"Monday afternoon, Junior Girls
Monday evening, Junior Boys
Tuesday afternoon, Senior Girls
Tuesday evening, Senior Boys
Wednesday evening, Men
Thursday evening, Women
Saturday, 9 A. M., Midget Girls.
Saturday, 10:30 A. M., Midget Boys."

The new vigor which Mr. Huntley put into the activities of the House was not restricted to the formal program of the classes. He inaugurated social evenings and "mixers" at which he presided. He introduced amateur boxing contests which drew people to the House who had not come before. One particular group he brought back to the Community House, namely, the local post of the American Legion. This organization had been turned against the Community Club during Mr. McGhee's secretaryship. There had been a delay in holding a suitable celebration for the homecoming of the soldiers because he tried to have the funds for such an occa-

sion raised in the village itself rather than to have the affair supported by a donation from the wealthy, the time-honored method in Ferndale. Finally a supper was held for the returned soldiers for which plans were carefully laid but Mr. McGhee was forced to be away during the early part of the evening. Through some error of those left in charge, the soldiers were required to pay fifty cents each for the dinner given in their honor. They paid the money but left the House that night not to return. Mr. Huntley was able to reconcile this group and through the activities he brought them back so that now the Post holds its meetings in the House.

In his short stay of a year Mr. Huntley evidently made quite an impression on the neighborhood. Mr. Carhart spoke of him as a "dandy" and a "live wire." Mrs. McArthur, wife of the superintendent, who knows all there is to know about everyone in Ferndale, used nothing but superlatives in speaking of him. But he had to move on to other work, so he and his wife left Ferndale in the summer of 1924.

IX

The next chapter of the story is written as a result of the visits of a student to Ferndale late in the fall of 1924. These observations give a picture of the situation at that date. There are many changes noted which have not been accounted for in the chronological story of the Ferndale community activities. The beginnings of these new projects or the demise of the old ones cannot be treated. What follows is essentially not much more than a photograph at a particular time whereas a cinema might be more desirable.

The diary of the student gives an idea of the physical appearance of Ferndale at this time.

"Just west of the tracks and the station is a rambling row of stores on both sides of the street extending to, and just beyond the first road intersection which forms the main four corners of the village. The local drug store is a United Cigar Store branch. There is a

James Butler store. The north side of the street boasts a stationery and variety store, a lunch room, a butcher shop, a clothing store which is going out of business, and a barber shop with a pool room in the rear. On the south side is the drug store with ice-cream parlor attached and a news agency. The crossroad to the south has two grocery stores and a garage. Scattered about this vicinity are a few other stores, another barber shop and another garage.

"Back of the railroad station on the east is the Milton Lumber Company which is the only industry I saw while in town. The road to the east of the station leads to Hancock. Just across the tracks is a real estate and insurance office. Just beyond that is a large house of colonial design. I wandered along the road for half a mile but only covered the breadth of two estates on the north side, both of which were for sale. On the other side of the road I passed but one entrance; the rest was wooded.

"The road running east from the four corners winds along through parts of the township for a mile. There are houses along the way and an occasional store or inn. About three-quarters of a mile from the center of the town a fork to the north carries one a quarter of a mile to the cemetery, two churches and the school. There are a few residences in this section.

"I folowed north at the crossroads down a winding macadam road which is the thoroughfare from Jamaica to Greenpoint. There are houses irregularly scattered along this road, and a garage and barn at one spot are built close to the road. The Community House is about a half mile from the station along this thoroughfare. It is situated on a slope above the road and is protected by many shade trees. Beyond the Community House I came upon a row of homes and beyond this there was a center of stores and a restaurant."

The Community House has recently had a new wing added which is a memorial library, the gift of one of the wealthy members of the community. This is now the headquarters of the Ferndale Library, and the branch which was once in the social room has been absorbed. The social room resembles a lounge room in a country club. There is at the center a large fireplace, on the mantel of which is an array of silver cups. The chairs look comfortable and inviting for lounging. The basement still has the bowling alleys and the pool tables which it is claimed are used every evening except when there is an entertainment in the auditorium. The fire-house in the

cellar is crowded with four motor vehicles. The fire department has begun a movement for a new house of its own which can really serve as a hangout for the members since they do not feel at home in the main part of the house and since their quarters are crowded by the engines. In the rear of the house the boy scouts are at work building a small one-room shack which will, when completed, serve as their meeting place.

Mr. McArthur has been superintendent of the house since it was opened. He is an elderly man, slim and gray haired with an air of severity about him. He walks rather haltingly though he does the janitorial work in the place. His wife declares that he is "married to" the place. Mrs. McArthur is younger in appearance and acts more quickly than her husband. She is a nervous, voluble person with decision in all of her expressed opinions. In explaining how they get along without a paid executive she says that she and her husband have been there so long that they can handle things at the House and that Mr. Carhart comes in whenever needed. To take care of the office work there is a stenographer who is a neighborhood girl about twenty-one years of age. A water system has been secured for the town and the service is now being extended throughout the town. The office of the Club serves as the office of the water company and the stenographer handles the accounts of the water department.

Another Columbia University man has succeeded Mr. Huntley as head of the recreational work of the House. This young man, Bradley by name, is likewise doing the combination job with the public school, and part of his salary comes from the school board and part from the Community Club. The school and village nurse is employed on the same sort of arrangement. Bradley is a tall, athletic looking chap with the ease of manner and speech of a Southerner, gained no doubt from the early days of his life which were spent in a mission compound in China. He has only been in the community for about two months. He is carrying out the program essentially as it

was organized by his predecessor. The general feeling about him is that he is a very nice chap though not so much of a promotor as Huntley.

The evening activities at the House are on a new basis. The movies on Saturday night are handled by an outside producer from Delphi. He pays $5 a night for the use of the House and makes whatever he can over his expenses. Mr. Carhart explains that the movies had begun to lose money until they decided upon this scheme of operation. Now they are sure of a steady income. The House is used for a dance every Friday evening. Local organizations may use the House for $15 and outside groups for $25. Sometimes the dances are run by clubs in the neighborhood and occasionally the dance is just a moneymaking affair for some orchestra from a neighboring town. The group which gives the dance is expected to supervise it. There are also occasional entertainments. The firemen are offering a series of lyceum performances for the winter of 1924 to secure some funds for their new home.

A new organization in the House is a men's club. At first this was organized as a church affair but then it was decided to make it non-denominational. The Klan is present in the village and the leaders of this men's organization wished to bring the men of different religious groups together to foster better understanding in the village.

The consensus of opinion is that the wealthy do not come around the House as often as they did formerly. According to the president, their work on the committee was hampered by the fact that they were in New York most of the day. In the opinion of Mr. Haskins they are still interested in the House because they started it. Mr. Carhart says that the people have felt that the well-to-do were trying a lot of new schemes in the community and were saddling the expense of improvements upon the taxpayers. Mr. Carhart claims that now he tries to get them to institute changes so that they will feel that they do not come down from above. He claims that amicable relations exist between the two groups and that

eventually they will come together. Mr. Haskins, however, brings out to balance these changes the fact that the club is still, through its board of directors, and forms of election, controlled by those who have put most of the money into it. As evidence that the community itself is more active in the Club is given the fact that the Legion Post is back in the House. Also Mr. Carhart has been working very hard to get a local business men's club into the House. This organization is of long standing. It is made up of some of the local merchants, mechanics, etc.

An extract from the student's diary describing the movies and a Saturday night in the town will perhaps throw a little light on the situation:

"By evening the town had attracted quite a few cars and there were a number of rustics hanging around the streets. I ate supper in the lunch room. The counter man was a cross-eyed Greek. I found him inarticulate about the Community House. In the stationery store a young Jewess told me that she had been to the movies four years ago but not since. She said the movies in Bay Heights were better because seasoned with vaudeville, while those in Heathmore, were supreme. I had my shoes shined in a shoemaker's shop. The daughter did the work. She did not know much about the local movies but thought that the Bay Heights show was much better. They were Italian. I failed to observe any group of young people. Most of the loungers drifted around into cars and garages. A few young workmen came and went but I did not see a girl outside of those at work in stores, between the ages of 15 and 25. My guess is that this group travels to other vicinities by motor for dances and shows.

"I arrived at the house about seven-thirty. Mr. McArthur sold me a ticket and an employee of the producer collected it. Mrs. McArthur was jumping in attendance to all adults. The room was about half full of children with some adults interspersed. In the rear of the hall most of the boys sat talking and jostling and a radio was trying to interrupt with a feeble strain of music. The crowd kept to two extremes of age. There were quite a few old people and the youngsters ranged up to about seventeen. I saw very few who could have been between seventeen and forty. Just before the movie began Mr. Carhart came in, speaking cordially to many of the adults. He wore a grey flannel shirt and a leather top-coat."

According to Mr. Bradley the young people were reached by the House through the dances and the facilities in the basement for bowling and pool. Mr. Carhart, however, appreciates that the House does not reach certain groups of young people. Both men emphasize the fact that the chief problem that they face with the young people is that of liquor. Another problem which Mr. Carhart brings up is that of getting some vocational advice for the young men. Very few of them go above the grammar school in education. He hopes to get the idea of higher education started in the community. He says that the county Y. M. C. A. is offering help for this problem.

The schoolhouse is at present overcrowded with 400 pupils. The original building has had two wings added to it and now the state refuses to allow any further additions to be made to it because of the type of structure. Consequently the school board is planning to erect a new school. The site will probably be the school yard which adjoins the present school building. Work will probably begin on the new school by September 1925. Mr. Haskins, the principal, regrets that the people of the community did not look forward to this need when the Community House was built. In his mind the community could have better provided for its needs had one building been erected on the site of the Community House which would have been the school and neighborhood center combined. He points out that the school needs the recreational facilities in the daytime which the Community House would need after school hours. Thus one building could be utilized for both. There would be the additional saving to the community in overhead; i.e., maintenance, heat, services of superintendent, and supervision. Furthermore, he argues that such a center would be really the property of the community and not something that was given to them. He admits that it would probably have taken a long time to convince the school trustees to take such a step in advance but that the results would have warranted waiting that length of time. As nearly as he can remember, this idea was not suggested when the Community

House was built. Now the community must continue with two buildings in separate sections of the community overlapping in equipment and service.

The church has gone through some changes during the period since Mr. Austin's régime. The man who succeeded him was declared to be "too theological" and the church dropped in effectiveness during his stay. At present the pastor is a young man who is just completing his work at Andover Theological Seminary. It is anticipated that he will settle in the community after he completes his work. A parsonage has been built for him and completely furnished, and he and his wife are expected to move in early in 1925. He is considered a good mixer and people in the community said that outside of the church "you'd never know he was a minister." The church has no facilities for recreational or social activities, these being carried out in the Community House.

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Certain tendencies in the community indicate that there may be significant changes taking place in the near future which will react on the situation existing at present. The Long Island Railroad has promised to electrify the road through to Greenpoint Bay within the next five years. At present it is necessary to change at Jamaica on trains going to New York City. Were the lines all electric this would be eliminated so the trip would be quicker and pleasanter. This would tend to increase commuting from such towns as Ferndale. Another development is taking place which would go hand in hand with the change in the railroad. Several real estate ventures now under way are breaking up large estates and selling smaller tracts of land. This should attract the middle class of people who desire a convenient residence within reach of the city. It is easy to speculate that the community of Ferndale may become within the next ten years as a result of these changes a thriving, well populated town.

The large estates are bound to go out with the coming of more people and the disintegration of the wealthy families. The effect of such changes upon the church, school and the Community House in Ferndale would be revolutionary. Undoubtedly as in most villages no one in Ferndale is attempting to forecast the changes in the community, so that these institutions will probably continue to be in a process of slow adaptation to the rapid changes about them, but the next decade should show a fascinating chapter in the career of this community's attempt to solve its problems.

References

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QUESTIONS

1. Compare Ferndale with Athens as a community.
2. In which place are conditions more favorable for community organization and why?
3. Make a list of the strong points in this organization process.
4. Do the same for the weak ones.
5. Discuss the first meeting in the fire house. What was the trouble with it? How would you have conducted it?
6. What evidences are there that Mr. Austin secured available data before making a program?
7. What was the secret of the success of the second meeting in the fire house? What dangers were there in bringing the former leader of the Athletic Club to the meeting?
8. Can you explain why the village responded so well to the appeal for furnishing the barn?

9. What were the advantages of building the house coöperatively? Was it wise to build a house?
10. Does the analysis of financial support indicate the possibility of democratic participation in the organization?
11. How do you account for the elimination of a paid secretary, and the use of the building to a lesser extent?

THE WOODLAND COMMUNITY CENTER

Woodland—A suburb of the large city of Gretna.

The School Community Center Association—A private organization interested primarily in organizing community centers through which to promote the evening use of the school buildings.

The Woodland Community Center—One of the community centers organized by the School Community Center Association.

The Community Center Committee—Organized in 1916 for the purpose of opening three public schools evenings in Woodland.

The Woodland Community Center Council—The organization that in 1919 replaced the old Community Center Committee; later the Council became the policy making body of the Center, corresponding to a board of directors.

The Center Council—Composed of the executive committee, made up of the officers, and a number of representative people—sometimes spoken of as the Senior Council.

The Athletic Council—Made up of two representatives from each of the groups engaged in athletics.

Mrs. Drew—President of the board of directors of the School Community Center Association.

Mr. Douglas—Director of the School Community Center Association.

Miss Cole—Member of the School Community Center Association Staff in charge of the Woodland Community Center, April 1920-22.

Mrs. Moore—The staff member of the School Community Center Association who succeeded Miss Cole as supervisor of the Woodland Community Center activities 1922-23.

Miss Page—Part time executive secretary of the Woodland Community Center 1923-25.

The Board of Education—The headquarters of the Board of Education located in the large city of which Woodland is a suburb.

Mr. Lain—Director of the evening community center work carried on under the supervision of the Board of Education.

Miss Dean—An inspector of community center work employed by the Board of Education; she had charge of the granting of permits for the use of the school buildings.

Dr. Milton—Principal of Wesley High School.

Mr. Osburn—District superintendent of schools in Woodland.

Mr. Schultz—A bookkeeper, the secretary of the Taxpayers and Civic Association; the member of the Woodland Community Center Council interested in the development of dramatics.

Miss McLeod—The public librarian.

Mrs. Hastings—President of the Hester Study Club.

Miss Baldwin—A teacher at Public School #8, one of the charter members of the Woodland Community Center; chairman of the committee that brought about the reorganization of the Community Center Committee.

Mrs. Murray—One of the women connected with a group that used the facilities of Public School #8 under the auspices of the Community Center Committee. She was interested in the first reorganization of the Center through Miss Baldwin and served as a member of the committee on reorganization.

Mrs. Walter Rogers—A member of the Mothers Club of Public School #8; also interested in the first reorganization of the Center through Miss Baldwin; she served as a member of the reorganization committee and later became an officer of the Center.

Mrs. Van Horn—A close friend of Mrs. Rogers, a member of the Mothers Club of Public School #8, and one of the women brought into the Center by Miss Baldwin. She served as a member of the first reorganization committee.

Mrs. James—A member of the Mothers Club of Public School #8 interested by Miss Baldwin in the first reorganization of the Center; she served as a member of the first reorganization committee and was the first treasurer of the Center.

Mrs. Mann—A Latin teacher on the Wesley High School staff; a member of the Community Center Committee organized in Woodland in 1916; a charter member of the Center during its first reorganization period of 1919; later a member of the nominating committee that brought about the second reorganization of the Center 1924-1925.

Mrs. Leonard—Leader of the Women's Democratic Club of Woodland; one of the first officers of the Center; later president of another Center organized with her help in East Woodland.

Miss Quinn—The district secretary of the Woodland branch of the Associated Charities; interested in the first reorganization of the Center; part time executive secretary of the Center under Miss Cole.

MR. GOLDBURG—An officer of the Taxpayers Association; interested primarily in public forums and chairman of the forum committee of the Center; a member of the first Center Council; a friend of Mr. Schultz.

DR. INGRAM—At one time a member of Miss Quinn's district case work committee; director of a medical school; the first president of the Woodland Community Center Council; later the secretary of the Council, and a member of the School Community Center Association's Board of Directors.

MRS. BURNS—A member of the first recreation committee of the Center.

MRS. BRENNAN—Leader of the Catholic Women's Club, and chairman of the first recreation committee of the Center; antagonistic to supervision from the field staff of the Association.

MISS JONES—Principal of Public School #11; opposed to having the Center do health work with children in her school.

MR. MURRAY—One of the club supervisors engaged by Mrs. Brennan's committee on recreation.

MISS CAMPBELL—President of the "Gym and Swim" club, a group of young business and professional women and housewives.

MR. LAWRENCE LAWSON—A prominent lawyer; a member of the Board of Directors of the School Community Association; at one time a member of the Center Council; chairman of the nominating committee that engineered the second reorganization of the Center, 1924.

MRS. SAUNDERS—A Center member brought in by Mrs. Rogers.

MR. ARMS—President of the Republican Club.

MR. AND MRS. COHEN—Jewish members of the Center. For a time Mr. Cohen served as a member of the Council.

MISS VAN KLEEK—A descendant of one of the old families; women's leader in the First Dutch Church; leader of the Republican women of the district, etc.

MISS CADY—A young Irish girl interested in the Center by Miss Cole.

MR. AND MRS. MASON—Members of the Center. Mr. Mason was at one time treasurer and a member of the Council.

MR. WRIGHT—President of the Chamber of Commerce.

MRS. KELLEY—Chairman of the dance committee under Miss Cole's supervision.

DR. NEWMAN—The minister of Mrs. Rogers' church; secretary of a national religious organization; and at one time first vice-president of the Center.

Mr. Amato—A wealthy resident of the Pigeonville section of Woodland who helped with out-of-door movie program in that district; later he and his committee of six organized a separate Community Center for Pigeonville and affiliated with the School Community Center Association.

Miss Calhoun—Corresponding secretary of the Center under Miss Cole's régime.

Mr. Ryan—Vice-president of the Terrace Association.

Mrs. Lee—A volunteer who helped with the health work in the Pigeonville School.

Miss Briskie—Successor to Miss Quinn of the Associated Charities.

Mrs. Perkins—A social leader introduced to Miss Page by Mrs. Drew.

Mrs. Abbott—President of the League of Women Voters, who served on the nominating committee of the second reorganization of the Center.

Mrs. Julian Martin—A member of the Association Board of Directors, a resident of Woodland, and a patroness of the dances under Miss Page's régime.

Mrs. Downing—President of a well known social club, introduced to Miss Page by Mrs. Drew.

Mrs. Budlong—A leader of the group of recently acquired wealth; a member of the Center as reorganized by Miss Page.

Miss Jameson—Dr. Milton's secretary, and an able business woman; a member of the Center Council under Miss Page's reorganization.

Mr. Welsh—First vice-president of the Council; manager of a prominent advertising corporation.

Miss Rugg—A teacher in the elementary schools who became second vice-president of the Center while Miss Page was executive secretary.

Mrs. Van de Vere—Dr. Ingram's successor as Center president.

Mr. Budd—A member of the physical education department staff of the Wesley High School.

Mr. James—Succeeded Mr. Mason as treasurer of the Center; a prominent banker and a great sportsman.

Mrs. Braydon—An athletic instructor in the high school.

THE WOODLAND COMMUNITY CENTER

Part I—The Suburb of Woodland

A large city, like an octopus, increases its power by drawing to itself all the life in its environs. Struggle as they will, self-sufficient little towns cannot retain their independence if commerce and industry have fastened themselves upon a nearby city inciting it to dreams of wealth and size. Of the many suburbs of Gretna, Woodland was one of those most content to remain a detached country village. Its history of two hundred and fifty years as a Dutch settlement was responsible for that.

Although sixty percent of the one hundred thousand people now living there have come from Germany, Ireland, Italy and Russia or other foreign countries within two generations, the first settlers in 1650 were all from Holland; and it is they who established traditions, customs, and institutions that linger on and subtly color the life of today. The first settlers chose Woodland because it was a wooded, healthful spot with fertile soil that rewarded their labors. They bought land from the Indians, laid out neat farms, and built solid brick houses, each with its big fireplaces. The brick had to be imported from Holland, but in building "and in many other ways, from force of habit, they attempted the useless task of trying to make their new homes conform to those which they had left." They also sent to Holland for a minister and school teacher. It was natural that Woodland should soon become the religious and educational center of the county as well as the county seat.

The early Dutch residents are described as "simple, unaffected, economical. No people could have been more indepen-

dent than they." Another historian lists their characteristics as honesty, industry, economy, prudence, self-reliance, truthfulness, patience and forbearance, saying "These are not flashy virtues; they are not even attractive to thoughtless youth, and are despised by reckless adventurers. Nevertheless, they are the virtues that make good and happy homes, a stable government, and a prosperous community." The independence, stolidity, and prosperity of the farmers made them loath to see changes occur. In 1842, the pastor of the Dutch church wrote, "We cannot but mark the good hand of providence in all. He has favored the spot with health; rendered its soil fertile, and prospered the inhabitants. The latter have steadily pursued the even tenor of their way, and while they have enjoyed liberally the gifts of a beneficent providence, have advanced in wealth and solid comforts. While in other sections of our country, the lands possessed by the original proprietors have passed from their descendants; here, but few farms comparatively have changed hands; the spirit of roving not having been cherished. Most of the farms are still in the possession of the descendants of the first patentees and proprietors. Numerous families in the town, too, can trace their genealogy to the early settlement of the place. May they continue to emulate the virtues of their fathers, and go on in the enjoyment of the good land which God has given them, thanking Him that the lines have fallen to them in pleasant places and that they enjoy so goodly a heritage."

The forces that must have made Woodland a contented, happy place, were also responsible for restricting its growth and preventing it from becoming the "pride and beauty of the state" which one of its earlier admirers predicted it would become. For many years after the neighboring towns began to spring up, Woodland kept itself a peaceful, quiet village. The ambition to compete was not stirred even when the county leaders took the loss of the court house by fire in 1832, as an excuse to move the county seat to a more thriving, populous center; or when the Dutch classis moved the Divinity School

established in Woodland in 1794, to an ambitious town in another state. "The owners of property living in comfort and gradually adding to their estates felt no inducement to part with their lands." A proud descendant says, "There are probably very few towns in this country, if any, in which the farms were held in the same names as long as they were in Woodland."

The growth of Gretna gradually became too insistent to be ignored. A few acres were sold here and there to those seeking escape from city life. In 1868 the total population was 3000. Thirty years later real estate dealers, those vanguards of expansion, were looking longingly at Woodland's attractive acres. In 1898, to their neighbors' dismay, the Schoovenhovens sold their farm. Soon the Dutch farmers were so besieged with tempting offers for parcels of their farms that they began to sell, exacting promises that only residences and those of high type would be erected. This condition led to civic associations being organized as each tract was opened to "preserve the neighborhood." Modern Woodland thus began.

The bay was fifteen miles to the south—fifteen miles of wooded farm lands and scattered houses, with occasional paved streets. Altogether an investment in Woodland was a good one. Transportation lines when put through would promote rapid growth. The well satisfied residents,—some of whom had lived there all of their lives, others for fifteen years before the interurban railway opened,—were not anxious for the new growth to begin.

Social life, likewise, was agreeable. Everyone knew his neighbor; the real estate promoter responsible for Woodland's high class building restrictions, for its protection against the erection of apartment houses or factories, usually lived around the corner. Practically everyone had come to Woodland because he wanted his family to have a home outside of Gretna's congestion and brick and stone—a place to live as in a small town. Usually a church of the right de-

nomination was close enough for the children to walk to Sunday School. The park was not a great distance away. Since only people of education and means lived there, the public schools had the atmosphere of private schools.

Now, Woodland is one of those pleasant suburbs of Gretna from which commuters depart daily for places of business in the greater city. Its residents include well-to-do business men, politicians, public officials, and lawyers whose names are familiar to the Gretna public. Ten years ago when they returned home in the evening it was to an ideal middle class community. They walked or rode in their automobiles through shady streets bordered by open fields or roomy houses set in well-kept lawns, through parks and past numerous beautiful churches that gave Woodland a prosperous and comfortable air. Landmarks reminiscent of its long history as a Dutch settlement added to the town's appearance of stability and hinted of a fine social heritage.

Within the past five years Gretna's increasing population has brought the interurban electric trains to Woodland and another era of growth has begun. Today the streets are still bowers of green shade in the summer, the churches are even more numerous and costly, and the air of prosperity and comfort impresses the sightseer, but Woodland has changed.

Within ten years the population has doubled. There were thirty-four persons to the acre in 1920 where there were seventeen in 1910. Woodland Avenue, the business street, connects the suburb directly with Gretna, cutting through the east third of Woodland. The Chamber of Commerce calls it "one of the city's main arteries of commerce." Certainly it reflects Woodland's metamorphosis in its innumerable sophisticated small shops and half a dozen moving picture theatres that at night make the street gay its whole length with flashing electric signs.

The section we call Woodland covers about twenty-eight hundred acres spread out like a rectangle. Old Woodland is to the north. Maple Lane is the southern boundary. Inter-

urban electric railways run along the eastern and western sides; that is, along the lengthwise sides of the rectangle. With these railways have come foreign peoples, chiefly Italians and Russian Jews, to dwell along their course and run small shops. Thus on each side of Woodland is a fringe of a poorer class. A third interurban electric railway runs through a cut, down the central part parallel with the other two lines. The Woodland Gazette boasts that the suburb has transportation by interurban railway and trolley for 150,000 people daily. Reminders of the past remain, however. Wesley High School, a great stone building extending in a quadrangle through the block is a fitting memorial to the public spirited men who founded it one hundred and fifty years ago. The Dutch church, which traces its beginning back to 1650, stands on the busiest corner. Its ivy covered walls and clock in the tower look with patient dignity upon the garish display of modern Woodland. One by one the old homesteads along Woodland Avenue, that the descendants of the Dutch owned and pointed out with pride, are disappearing to make room for brick office buildings. The blending of old and new is again apparent in the third of Woodland east of the Avenue where ancient gentility and shabbiness mingle with new houses less pretentious than those of West Woodland.

Tall apartment houses, some of them fourteen stories high and advertised to rival those of Gretna's most fashionable drive in their appointments, at first edged their way in on streets adjoining Woodland Avenue. Now they boldly line one of the most exclusive avenues. It is estimated that there are three hundred and fifty built or under construction. Wealthy Jews instead of New Englanders are the purchasers of homes, which causes as much consternation among the old residents as the first invasion did among the Dutch farmers. The farm lands and open country toward the bay have been developed into sections for less well-to-do home seekers. Here, too, the streets are tree lined, old houses mingling with cheaply built new houses. Certain streets, as for example Maple Lane, are

busy thoroughfares with their own shops, banks, and dealers of all kinds.

Social life now is similar to that of any large city; that is, it is among one's own circle of congenial friends. Neighbors have a speaking acquaintance, but in the summer evenings each family sits on its own porch. Interest in standards of the neighborhood and social and church affairs is widespread. The old neighborhood tradition lingers in spite of the lack of homogeneity in the population. Twenty civic associations that work independently, except in emergencies, for the welfare of their particular neighborhoods are partly responsible for this. Formerly the churches were forces of cohesiveness but newer residents are not always able to find a church nearby. Sixty-three percent of the churches are in old Woodland which covers thirty-eight percent of the area of the suburb. The schools have changed too. The teachers complain that their classes are overcrowded, and that nowadays at least a third of the pupils come from homes where money is plentiful and culture scarce. Private schools are flourishing.

Woodland apparently will remain a favorite place of residence for the well-to-do. Its location and traditions insure that. Four of the eight banks have been opened in the past three years. One bank reports that deposits have increased over half a million dollars in three months. Sixty-five percent of the dwellings are owned by residents.

The future promises even more rapid growth. Real estate dealers declare more apartment houses have been built in the past year and a half than in the previous fifteen. It is estimated that an increased population of 10,000 will be brought to Woodland when apartments now under construction are occupied. Rents are from $25 to $40 per room. Home owners view with apprehension this encroachment on a suburb noted for its single family homes and home life. Certain parts of the oldest sections, chiefly near the parks, have obtained zoning restrictions which forbid apartments. But the zoned sections are small in comparison with the unzoned.

So much for a bird's-eye view of Woodland as it was, is and may be. Society, a constantly changing thing, cannot be generalized about to any great extent. Growth is uneven, overhanging traditions more deeply rooted in one spot than another. Exceptions occur that contradict every generalization. Therefore, it is necessary to examine in greater detail some of the specific forces affecting Woodland's life.

CIVIC ASSOCIATIONS

In addition to the twenty local civic organizations mentioned before, there are two Woodland-wide organizations,—the Chamber of Commerce and the Taxpayers Association. Each lists one thousand prominent citizens as members and each says the other is the more flourishing.

The Taxpayers Association was organized in 1898 by real estate promoters. Its purpose was thus stated in the words of its leaders: "We seek to serve no selfish or partisan purpose. Our aim is to preserve the neighborly spirit of the community, its beauty, cleanliness, and general welfare; to contribute something to the civic welfare; to maintain the interest of the citizens in public affairs; to aid and assist our chosen officials in the efficient and progressive administration of government to the end that we may have not only a finer Woodland but a finer city and state."

All residents interested in maintaining a high class residential section were asked to join. They secured parks, car lines, obtained a twenty-year restriction against apartment house construction and were a real factor in hastening Woodland's development into a convenient, comfortable, and attractive residential suburb. The Taxpayers Association has about served its purpose. Ten men struggle to keep it alive and hold monthly meetings, at which five is a large attendance. Mr. Schultz, the secretary, is paid a small salary to issue a monthly bulletin which discusses increase in telephone rates, overcrowding in the schools, or flickering lights on the commuters'

trains. Woodland has already obtained the most urgently needed improvements; most of the residents belong to local or neighborhood civic associations, so that altogether interest in the old Taxpayers Association is difficult to arouse. The name was changed recently to "Taxpayers and Civic Association" to make evident its concern over community affairs at large, but this has had no appreciable effect.

The Chamber of Commerce was not organized until 1916 when Woodland's business firms had increased thirty percent in four years. With a membership of one thousand, the Chamber has an attendance at monthly meetings of only about forty people although a well known Gretna real estate man and politician who has lived in Woodland twenty-five years is president. A young man has recently been employed to replace the former aged secretary, and is beginning a boosting campaign that will probably be effective. An annual banquet, outings to the shore, and other social affairs are given by the Chamber of Commerce.

Among the slogans of the Chamber of Commerce are "Boost Gretna," "Maintain Woodland as the best of Gretna," "Trade in Woodland," "Community Service."

The president says that "perhaps because Woodland is specially favored in location and has more than the average portion of advantages that help to make life worth living, the officers of the Chamber of Commerce are often asked, "Why do you need a Chamber of Commerce in Woodland?" "The answer," he says, "is that every community should support a civic organization. Woodland people have always supported a taxpayers association, civic associations or chambers of commerce. Because they have done this the community has progressed and has compelled attention of officials and municipal administrations and has measurably hastened improvements that all new communities covet." He feels that the Woodland Chamber of Commerce "stands for the best things for Woodland."

The inertia in these two civic organizations led a group of

fifty of the younger "live wire" men with business in Woodland to form a sort of subsidiary organization known as the "Let's Go Club." Their membership is limited to one hundred and a waiting list of fifty clamors for admittance. Members of the club meet weekly at luncheon and as "hail fellows well met with their feet under the same table" promote a "spirit of friendly rivalry and good fellowship." Speakers are invited to give "brief heart to heart talks on topics of current economic or industrial interest." The guest is usually pressed to join in "equality of good fellowship" and become a member. The contrast between old and new Woodland was striking when their invitation fell flat upon being presented to the dignified, quiet voiced descendant of one of the first families. As curator of the Woodland Historical Society he had been the speaker at a luncheon.

Social affairs, theater parties, and outings are frequent. The $5 per member dues go toward a Christmas fund. Last year the club members themselves distributed coal and baskets to twenty-five families recommended by the Associated Charities, churches, and individual members. They excel as optimists, live wires, good fellows, and boosters for Woodland.

The twenty local civic associations seem to be on the wane. Originally organized to keep up the physical standards of the neighborhood, they have maintained building restrictions, petitioned for transportation and lighting facilities. The need for such improvements and protection is no longer urgent, but the associations persist. They have resisted federation with either the Woodland or City Chamber of Commerce, preferring independence. When a common emergency arises, as for example a coal shortage, delegates from the most active associations form a central committee for action. Otherwise there is no relationship between them.

Some of them have developed social activities. The Schoovenhoven Park Association has a barn dance every winter for which elaborate preparations are made, and its annual Fourth of July celebration is anticipated for months. Prizes

are given for the best decorated house in the neighborhood, and prizes are offered for the best essay on a patriotic subject written by a child in the local school. When the great day arrives, a parade is held with speeches and athletic contests, free ice cream following. At night fireworks and a street dance close the day. All during the year monthly meetings are held, which have an average attendance of twenty-five. Many more people belong, however, and pay their one dollar a year dues because they in general approve of an organization which aims to "conserve the neighborhood." Those who are more than passively interested have been agitating the securing of "headquarters in some centrally located place where the members could drop in and enjoy the companionship and exchange of ideas of other members."

The story of other local organizations is much the same. Many people pay dues and are nominally members while a few attend meetings, talk over such matters as the removal of a post box, pass resolutions, and then discuss how to get more members out to meetings. In the early days when unscrupulous investors or unjust assessments were a common danger, the meetings were crowded and stirring. Now social events are necessary to coax neighbors to meetings.

The civic organizations have undoubtedly been responsible for building up among residents, attitudes and convictions concerning Woodland. Residents believe with the real estate dealer quoted, that Woodland is a place "set apart above all others as an ideal residential section." "The stores are not large but they are large enough. The auction flag of the bankrupt sale is seldom used and the credit of the dealers is above suspicion." The Chamber of Commerce says Woodland is the most beautiful, most homelike and wealthiest suburb in Gretna. Outsiders say Woodland is smug.

Pride in home, home life and civic spirit is another thought-image the civic associations have fostered. Real estate men were saying in 1908, "Woodland is a city of homes and its business is one that begins and ends with ministering to

these." The Woodland Gazette publishes such eulogies as "The fine homes of Woodland could have been built only by successful men. They have not regarded their houses simply as sleeping places but as homes. They have reared churches and institutions, fostered a social and community life, creating the fine neighborhood atmosphere which is lamentably absent in great cities." All of the civic organizations have much to say of community service. The Chamber of Commerce confesses that it is "primarily a commercial organization, and seeks in every way through one effort to promote business and to be helpful to those engaged in business," but adds in the next sentence that its headquarters aim to be "a gathering place for the community." The Taxpayers Association declares its altruistic interest in the whole section,—but the Taxpayers Association is gasping for breath. Individual business men and especially real estate men, have undoubtedly given of their time and energies unsparingly for the betterment of Woodland.

CHURCHES

Woodland has been fond of referring to itself as a section of homes and churches. This it may well do for there is one church to every twenty-five hundred people. More than twenty-five thousand people are members of the thirty-seven churches, which represent eleven denominations. The value of property held by the thirty-seven churches exceeds three and one-half millions and the average amount raised per capita yearly is $40.*

The history of these churches and their influence in maintaining neighborhood feeling deserves a separate study. The important fact to indicate here is that their beginnings were all spontaneous, i.e., two or three families who found no church of their denomination near, or who found the distance over muddy roads too great for their children, would begin

* Catholic churches were not included in figuring per capita amount raised, because of lack of information.

meeting in one another's homes for prayer or for a Sunday School service for the children. One group had its meetings the first year in unfinished houses of a friendly real estate promoter. As fast as one house was finished the "church" moved into another. An oatmeal bowl was the baptismal font and a small, wheezy organ furnished music. These early struggles served to endear the church to the families, however, and as a result many charter members are still in good standing.

As many churches were established between 1900 and 1910 as in all other years; only one new one has been opened since 1913. The changes in population, therefore, have tended to scatter the congregations. In several sections, however, the members still live within walking distance and the church is the center of their social life. The stability of the churches is further indicated by the long service of the pastors. From a sample of twenty-two churches, the service of pastors, previous to 1920, averaged ten years. One of the Roman Catholic churches and a Lutheran had had the same leaders for twenty-eight and thirty years respectively. The First Dutch Church has had sixteen pastors in two hundred and sixteen years, some of them serving forty years.

Another indication of the importance of the churches in the life of Woodland is the interest in new buildings and parish houses. Ten congregations now have new churches or parish houses under construction. A member of the First Dutch Church says triumphantly that while the parish house of the Congregational Church may be the finest in Woodland, the Dutch parish house is to be the finest in the country. The public at large wonders what the fine building will be used for since a record of the work of this church says, "After giving the long history of the church there is not much to be said about the internal life of the church further than that it moves on according to normal conservative lines of activity." Stained glass memorial windows each bearing the

name of a family progenitor and date of his settlement have been placed in the windows of the church by descendants. The Dutch jealously guard their own exclusiveness.

The parish house of the Congregational Church, on the other hand, springs from a real need. This church is located in one of the best restricted residence sections, which was early populated by well-to-do New Englanders. All but seventy-four of its seventeen hundred members live in Woodland, and the majority live within walking distance of the church. In keeping with its purpose which is described as "devotional, educational and social," the church attempts to reach into the lives of members and non-members in its vicinity. One winter a canvass of apartment houses in the neighborhood was made to invite newcomers to take part in church activities. An organization of business and professional women has been started, a men's club flourishes, and the Ladies Aid is the chief contributor and manager of a day nursery housed by the Woodland Boys' Club and Community Center. A well-equipped gymnasium with lockers and shower baths was installed in the basement of the church, and classes organized for men, women and children. These have become so popular that the women's classes have been crowded out. For ten years the church has conducted a summer Vacation Bible School. In 1922 the average attendance was one hundred, drawing from far and near children of a dozen different nationalities. Two boy scout groups and a girl scout troop are active throughout the year. A parish house will give room for these activities. The devotion as well as economic status of members is reflected in the fact that $150,000 for the parish house was raised in one week.

Between the very conservative Dutch Church and the unusually liberal Congregational range the thirty-five other churches. The Catholics support six large churches in connection with three of which there are parochial schools. One of the Catholic churches has a new building under construc-

tion which, in the words of a member of the "Let's Go Club" is to be "one of the show places of Gretna."

Not very long ago an inter-church organization of young people was proposed. The idea grew out of a series of lectures on child study which were given to women's organizations of churches by an Episcopalian field worker. Activities anticipated are recreation, a canvass of neighborhoods by each church to draw in young people not affiliated with a church. One person said, "The organization will be ready, like the Red Cross, to meet any need that appears." Men's church clubs were at one time federated, but the federation is not active. A federation of women's clubs is being talked of by a secretary of the Gretna Federation of Churches.

Property has been purchased near the business section for a Y. M. C. A. and a committee of business men has been formed to start a branch.

EDUCATION

Interest in education has always distinguished Woodland. As has been said, the Dutch founders sent to Holland for a schoolmaster at the same time they sent for a minister, and in 1786 the leaders of the colony, at their own expense, founded Wesley Academy. This is now a public school, Wesley High School, a beautiful, well-equipped building erected to form a quadrangle around the original Academy. The spreading trees, lawn, and flowers with the historic building in the center, give an atmosphere of learning and tradition which the students grow to love.

Indeed Wesley High School has an honorable record for scholarship. The principals have been eminent educators, the students have come from excellent homes, graduates have distinguished themselves in the arts and professions, and until the interurban railway five years ago affected the character of the population of Woodland, the school resembled a private, more nearly than a public, school. The teachers say Wesley

High School has had more the atmosphere of a college than of the usual public high school. The principal states that ninety percent of the graduates enter colleges.

The present building was erected in 1904 for twenty-eight hundred pupils. Today it is running double sessions to accommodate six thousand, forty-four percent of whom are Jews, coming mostly from a nearby suburb. An expensive addition to this building now under construction and a new high school in the neighboring suburb will relieve the congestion as well as reduce the number of Jewish students. As in all Gretna high schools, Wesley High School is not districted and students may come from any distance. On account of crowded conditions some of the best families of Woodland now send their boys and girls to private schools. The majority of the two hundred and twenty-five teachers of the Wesley High School live outside of Woodland.

Of the many interesting facts about the school, it is possible here to mention only those that are pertinent to our study. The present principal, Dr. Milton, has lived in Woodland over twenty-five years. He taught history in Wesley High School for ten years before succeeding to the principalship. He is a distinguished looking man, kindly and friendly, whose office door always stands open because he wants the students to feel free to consult him. This close relationship between teachers and students prevails throughout the school in spite of its size. Dr. Milton's participation in the life of Woodland may be judged from the fact that he is a member of the Taxpayers Association, the Chamber of Commerce, of which he was at one time president, the Community Center, and a men's club known as "The Woodland," in addition to several national associations related to his profession.

Dr. Milton is progressive in his policies. Two years ago he installed a Welfare Committee, one of whose duties is to give group mental tests to incoming students and classify them into A, B, and C classes accordingly. One result of this plan has been to demonstrate the need of other than classical

courses. (With the exception of typewriting and stenography, all subjects taught are college preparatory.) A study of two hundred and thirty-eight pupils in the low group showed that fifty percent had left at the end of the third semester while in the medium group fifteen percent had dropped out by that time, and in the high group only one percent. Although no statistical study has been made of the relation between mental ability of students and their economic status and cultural background, the teachers assert their belief that there is no correlation. They feel generally that Woodland needs to provide a suitable education for its dull as well as its bright children.

School life is fairly democratic. Of the twenty-eight clubs and societies, all have specific purposes, and only two have limited the membership to a definite number. The kinds of clubs are as follows: Athletic clubs two, merit societies four, service clubs four, literary and dramatic five, departmental clubs six, and music clubs seven. One of the service clubs supplies attractive posters upon request for any club or school activity and takes entire charge of the bulletin boards. Another does volunteer work with settlements, hospitals, and other social work organizations, while a third is organized to promote school spirit. Perhaps the most interesting service club is one of two hundred and fifty members who volunteer as hall patrols and to direct traffic when the halls are overcrowded between classes. Care of the grounds and flowers is furnished entirely by the students.

The five grade schools within Woodland's boundaries are part of a much larger school district in charge of a district superintendent, Mr. Osburn, who lives in Woodland and has his office in one of the schools there. He is a member of the Chamber of Commerce and the "Let's Go Club," and is well liked by people generally. He, too, is liberal in his educational policies, and favors the use of the schools in the evening as community centers, provided they are properly managed and supervised. Gretna is trying an experiment in Woodland with

over-age boys and girls. An entire school is given over to boys over fifteen who have not been able to succeed in school. Each boy is studied by means of mental tests, home environment and temperament. He is given "contracts" in certain work accordingly. Promotions are weekly by subjects. The boys are also given responsibility for younger children and in other ways help to overcome any feeling of inferiority that may have developed as a result of previous failures. The atmosphere of the school is decidedly cheerful and informal. The principal, a vigorous man with white hair, reports that his maxim of "working with one's heart as well as one's head" is bringing excellent results.

The other four grade schools have almost sixty-five hundred pupils, and are all overcrowded. There are one hundred and sixty teachers or an average of forty pupils per teacher. New schools are under construction which should relieve the overcrowding.

The principals, with one exception, are socially minded and willing to coöperate in the use of their schools as community centers. During the war one school with the help of the neighborhood raised enough money to send an ambulance to France. Three of the schools have active parents' associations which have carried on activities ranging from supplying playgrounds, lantern slides and pictures for their schools, to removing an inefficient principal. They each seem to function as a special agency when a particular need exists, however, rather than as a continuous, unified organization. The reason for this, one principal thinks, is the lack of homogeneity in most neighborhoods now.

There are seven private schools in Woodland, three of which are parochial schools. No figures are available as to the increase in their enrollment in the past five years, although the directors state they have grown noticeably.

A small but very good library is located in northern Woodland, near the business center. The librarian, Miss McLeod, is anxious for the library to be of service. Two rooms upstairs

are open to organizations for meetings. Since a kitchenette adjoins one room, they are very desirable except that entrance to them is through the library and rather devious.

RECREATION

It is difficult to consider recreation in Woodland separately from Gretna. Certain it is that concerts, dramatic performances and lectures given in Woodland have not been financial successes. The older residents often have memberships in a popular Gretna organization that has courses of lectures on all kinds of subjects as well as season tickets to the concerts given by Gretna orchestras.

Within one mile on Woodland Avenue, the business street, are six "high class" moving picture theaters. Three of these are controlled by one company. Less pretentious movies are found around Maple Lane, in southern Woodland. There are a few public dance halls.

A large and beautiful city park lies north of Woodland so that walks, playgrounds and other facilities will always be within reach of its residents. Three of the schools have summer playgrounds under supervision, while almost every dwelling, excluding apartment houses, has a surrounding lawn. The beach is another source of recreation within easy distance and is especially popular with southern Woodland.

Social clubs abound. Two of the oldest were organized when Woodland was still a country village and transportation to Gretna was not so simple as now. The Stuyvesant Club was organized thirty-five years ago as a social and athletic club, and is located in one of the oldest and best restricted neighborhoods of northern Woodland. It sponsored annual field days and out-of-door sports for its members in the early days. Wives and children were allowed privileges. As the section was built up, lack of space forced the club to become more social than athletic until now tennis is the only out-of-door sport, while cards, billiards, bowling, and dancing

are the chief attractions in the club house. The Stuyvesant is now one of the exclusive clubs with a membership limited to three hundred and fifty of the best citizens and their families. No Jews are admitted. One of its members describes it thus: "We are all agreed that the Stuyvesant Club is simply an enlarged home, with all facilities for amusement and a most charming home life among the members who are all friends."

A less exclusive club is the Brevoort, situated in the central part of Woodland. It was organized twenty-five years ago by thirty neighbors when Woodland was beginning to be developed. The great event then was an annual fair held in the open fields surrounding the club house. Now the members bowl, play pool or billiards, have dramatics or dances, or dine at the club house. The need for "new blood" has been felt in recent years so athletics have been encouraged, tennis courts leased, and a monthly paper started. The membership is open to four hundred and of late years has not been filled. Jews are admitted. As with the Stuyvesant Club, wives and families may enjoy privileges of the club house.

Still farther south in one of the newer neighborhoods is the Dale Club. Like the others it is a social club for families, has a membership of three hundred and fifty and excludes Jews.

In addition, there is a men's club, The Woodland, which limits its membership to one hundred but includes well known men from other sections as well as Woodland. They have recently built a $200,000 club house.

These are the most prominent of numerous social clubs throughout Woodland. Some of these meet at members' homes and are made up of friends of many years standing.

Women's clubs, partly social, and partly educational, also exist. Women suffrage and the Great War are responsible for several. The Hester Study Club was organized years ago by Mrs. Hester Riches for the purpose of studying parliamentary law in preparation for equal suffrage. Mrs. Riches

was president and leader until her death when the club was bequeathed to her close friend, Mrs. Hastings. A typical meeting is opened by singing the Star Spangled Banner, saluting the flag, and then listening to a speaker, usually on a current event subject.

The Woman's Club also originated in pre-suffrage excitement. "When the victory was won and there seemed no incentive for its continuance, it became less active" but still conducts monthly card parties to raise money for philanthropic activities.

Fraternal organizations abound but inasmuch as they are parts of larger organizations their activities are not limited to Woodland. It might be mentioned, however, that the Masons last year built a $200,000 temple in the business section, and that they have two chapters, one exclusively for Jews. The Knights of Columbus are now building a $150,000 club house near by.

POLITICS

Since Woodland lies in two assembly districts, it cannot act as a political unit. It is similarly divided in aldermanic representation, each half of Woodland being part of a much larger political district. Perhaps this explains why ten people connected with social agencies, schools and business organizations looked blank when asked the name of their alderman.

Northern Woodland is stanchly and predominantly Republican. Central Woodland is likewise Republican, shading out to the south around Maple Lane to a half and half mixture of Republicans and Democrats. Farther south beyond Woodland's boundaries, Democrats predominate. Woodland is outvoted in both aldermanic districts and both northern and southern Woodland have Democratic representatives on the City Board of Aldermen.

Both Democrats and Republicans are well organized and have headquarters. The Republicans have a club house. Al-

though less numerous, the Democrats are a livelier group, and are the only organization, Dr. Milton says, that has ever been able to muster a crowd to fill the Wesley High School Assembly Hall. The Republicans once had the Governor as speaker and not more than three hundred people came to the meeting.

The League of Women Voters is a well organized active organization with a membership of sixteen hundred. Before the last city election, the League distributed two thousand fliers instructing women when and where to register. They also sent questionnaires to candidates asking their stand on controversial matters and held open meetings to discuss the replies.

SOCIAL AGENCIES

Woodland is on the whole fairly well-to-do, with the exception of the fringes of poorer people living along the railways on either side of the suburb. To the east of Woodland Avenue are several blocks that are dingy and crowded enough to warrant a pet charity, the Woodland Boys' Club and Community Center. It was opened in 1916 as a boys' club, but the War broadened its activities until now the narrow, three-story brick building houses a day nursery, a visiting nurse, club and class rooms for boys and girls, a small library, a swimming pool and gymnasium. Several of the oldest families in Woodland have representatives on the board of directors. It is largely supported by the contributions of local people.

A branch of the Associated Charities with an office in Woodland serves the surrounding districts also. The secretary reports that Woodland has fewer cases than any other branch.

A Needlework Guild, organized in 1902 and still served by the same president, distributes garments yearly to the Associated Charities, a Baptist Home for the Aged and a Methodist Orphanage, located in Woodland.

In addition there are health agencies, hospitals and other

types of social agencies doing work in the city at large and including Woodland, but not restricting their efforts to this one section.

Just before and during the early part of the World War, the School Community Center Association, a private organization with headquarters outside of Woodland, fostered a thriving Community Center in Woodland using Public School ♯8, one of the five grade schools, to house its activities. During the latter part of the war, this Center went out of existence; but in the summer of 1919 the secretary of the Associated Charities appealed to the director of the Association to reorganize the Center, expressing the opinion that recreation facilities were needed in Woodland.

Part II—The Woodland Community Center

As a result of this request from the district secretary of the Associated Charities, one evening in June 1919, eight people met in the Woodland Library to talk over the reorganization of the community center. Mr. Douglas, who had called the meeting and presided, was a distinguished looking man, genial and friendly. After some years' experience in social work, his natural interest in people, and his idealism and appreciation of the beautiful, had led him to organize and direct a School Community Center Association which aimed to establish cultural, recreational, and educational activities, evenings, in the school buildings. Several of his acquaintances in Woodland had helped him select twenty representative people to whom invitations were sent to attend this meeting. Seven women had come and several men and women had sent assurances of their support.

Among the seven present were several who were to figure in the future history of the Center. There was Miss Baldwin, a teacher at P. S. 8, a public-spirited, middle-aged woman with a twinkle in her gray eyes. Mr. Douglas had appealed to her to interest members of the active Mothers' Club at

P. S. 8, and women from the group who used the swimming pool at the school. As a result she brought to the meeting Mrs. Murray from the latter group, and three members of the Mothers' Club, one of whom was Mrs. Walter Rogers. Mrs. Murray was Irish, a Catholic, a woman who responded enthusiastically to new ideas but who was a follower rather than a leader. Mrs. Rogers with her shy manner and gentle voice looked years younger than her forty. The daughter of a Dutch minister, she had always taken part in church organizations, and still did. But the community center idea, she said, appealed to her as a broader field in which to carry out Christian ideals. She had lived in Woodland since her marriage, twenty years before. Mrs. Van Horn, a close friend of Mrs. Rogers and a member of the Mothers' Club, was a slender, nervous woman. Mrs. James was the third person from the Mothers' Club. Another attractive, dark-eyed little woman was Mrs. Mann, a Latin teacher at Wesley High School. Her manner was vivacious, and her wit quick. She not only had ideas but was capable of putting them into execution. Her pupils adored her. After her marriage to a Woodland man she had insisted on continuing her teaching which she really enjoyed.

Mr. Douglas opened the meeting by explaining that a community center was not an altogether new idea in Woodland inasmuch as a Community Center Committee had been organized there in 1916. He then asked Mrs. Mann, who had been on this committee, to tell its history. She explained that the original committee of about eighteen people had opened three public schools in Woodland as gathering places for people in the evening. Dances were held in Wesley High School, and groups of men and women had been formed into social and athletic clubs, to use the gymnasium and swimming pool in school #8. In fact the recreational and educational activities had ranged up the scale to public forums and art exhibits. All of these had been supported by the people who enjoyed them, and there had been enough money above expenses to enable

the committee to employ a paid executive. When the United States entered the war, naturally the committee had rapidly diminished in numbers as some entered the service and others identified themselves with war activities. Every church in Woodland had a Red Cross branch and many women turned their energies to Red Cross work. It became necessary to release the paid executive although the athletic groups continued. "Miss Newton, as those of you from P. S. 8 know, was our executive secretary," said Mrs. Mann, turning to an athletic looking young woman near her, "and it was her work in speaking before church groups, clubs, and civic organizations that has made the Community Center Committee well known although the committee has now practically ceased to exist."

Mr. Douglas described the purposes of his School Community Center Association saying he had first become interested in the use of schools as community centers run and supported by local people through his experience on a committee of people who arranged forums and concerts in schools throughout the city. In several places local people had come forward to ask that they be allowed to finance and manage these things for themselves. Then had occurred to him the immense possibilities in groups of people organizing their own community centers for not only cultural but also civic and recreational purposes. His dream was to see in the borough a network of "organized, public-spirited communities, self-conscious and self-respecting, ambitious for the welfare of every man, woman and child within them." "When you consider," he said in conclusion, "that the population of our borough has increased twenty-five percent in the last ten years; and that there are eight hundred public pool rooms, ninety-six dance halls, and a multitude of moving picture theatres, the need for wholeome, accessible recreation becomes apparent."

In order to facilitate and standardize the organization of these school centers, the School Community Center Associa-

tion had been established. It consisted of a central office which secured all permits through the city Board of Education for the use of school buildings during the evenings, offered the services of an expert organizer, and planned in time to develop inter-center athletic contests, and conferences on common problems. Mr. Douglas reminded them that every community center was free to make its own program according to its needs; that the movement was more than a program of activities, however, because it aimed to awaken people to the power and joy of working together for common purposes that none could achieve singly.

All of the group was enthusiastic. Miss Baldwin, the teacher from P. S. 8, asked what was the best plan for getting a Woodland Community Center under way. It was Mr. Douglas' opinion that the committee should reorganize as a Council, and that members be enrolled widely at fifty cents a year dues. The athletic clubs in P. S. 8 and the weekly dances at Wesley High School might be revived and expanded as rapidly as possible. But in addition, Mr. Douglas said, he thought the Woodland Community Center should become an active agency for promoting the general social and civic welfare. For this reason the Council should include in its membership, representatives from the many social welfare and civic organizations already existing in Woodland. This would prevent overlapping of effort and would constitute the Center a clearing house for information.

It was decided to elect a temporary executive committee to perfect the organization of a Council. Miss Baldwin was elected chairman with Mrs. Murray, Mrs. Rogers, Mrs. Van Horn, and Mrs. James as the committee. As a first step toward broadening the scope of the work, a committee was appointed to revise the old constitution and by-laws, and another to work up membership. In connection with the latter, Mrs. Murray suggested that Mrs. Leonard, leader of the Women's Democratic Club for the district that included northern Woodland, would be a valuable member to secure. Mrs. Mur-

ray said that she herself was a member of the Women's Democratic Club and that she felt sure if Mrs. Leonard came into the Center she would bring a following. Mrs. Leonard was described as a woman nearly fifty who had grown up in politics, was interested in all civic undertakings and was a real leader. During the war, finding many women in her neighborhood in East Woodland who were unable to do any war work because of their small children, she invited them to come to her house afternoons—children, baby buggies, and all. Soon she had a flourishing Red Cross branch and a group of friendly women devoted to her. Mr. Douglas promised to call and invite Mrs. Leonard to join the Center.

The next day Mr. Douglas sent the following communication to Miss Baldwin: "The School Community Center Association has no desire to dictate or control, but inasmuch as we are organizing community groups throughout the city we should like to be represented on the Council in order to give the group the benefit of our experience and more or less to coördinate the work of all the centers. I had been hoping that the Council might be made up largely of people like Mrs. Murray from the Democratic-Catholic element, and others like Mrs. Rogers and Mrs. Van Horn. These people struck me as especially good material."

When the constitution was revised, it read in part:

"Objects

"1. The bringing together of all interested in the neighborhood.
"2. The development and support of organizations for the welfare of those who reside or do business in the neighborhood.
"3. The encouragement of a spirit of coöperation among all the forces for the welfare of the neighborhood.

Officers and Committees

"Besides the usual officers there shall be a Council consisting of the officers of the organization, one representative from the School Community Center Association, and twelve men and women residing or doing business in the neighborhood.

"Absence without reason from five consecutive meetings of the Council may be deemed sufficient cause for removal.

"The following standing committees, appointed by the president, shall have at least three members each, one of whom is on the Council:

Recreation Committee
Public Health Committee
Publicity Committee
Finance Committee."

In October Miss Baldwin with Mr. Douglas' coöperation called a meeting at the Library to discuss the changes in the constitution and winter plans. Notices were sent out to the original list of representative people; and the Chamber of Commerce, Taxpayers Association, Associated Charities, and several other local organizations were invited to send delegates. About twenty people assembled, among them Mrs. Leonard, leader of the Women's Democratic Club; Miss Quinn, Secretary of the Associated Charities branch in Woodland; two members of the Taxpayers Association, Mr. Schultz and Mr. Goldburg; and Dr. Ingram.

Miss Quinn was a young woman of charm and imagination who had taken charge of the Associated Charities branch partly because her home was in Woodland. She devoted her best efforts to Pigeonville, a square of twenty blocks at the north end of East Woodland, containing a settlement of Italians living along unpaved, unsightly streets that are mud in winter and dust in summer. The houses, most of them roughly constructed and bare in appearance, are surrounded by unkept yards filled with rubbish and dirt. Goats are numerous and are seen in the houses as well as in the streets. Although this district would not be considered congested, many people live in one house. The open lots are a dumping ground for refuse. Miss Quinn felt that there was in this section an appalling need for health work with the Italian children, a need which a community center might meet. With her, Miss Quinn brought Dr. Ingram. He had served on her dis-

trict committee until as he said he "got tired of it—or rather didn't have time for it." He had been superintendent of a large medical school near Woodland for eight years and had lived in Parkview, one of the oldest sections of Woodland, during that time. Educated in the South, he had come to Gretna to stay for a few months and had never left. He was now a man past fifty, unmarried, with a reserved, unexpansive manner that hid a sensitive nature. His interest in the community center idea was quite genuine, perhaps because of his own rather lonely life and because of a certain fineness of feeling to which its idealism appealed.

Mr. Schultz, a tall, angular, talkative man, was a bookkeeper in a Gretna business house but had a multitude of interests outside of working hours. He was secretary of the Taxpayers Association, writing its monthly bulletin and trying hard to revive the interest of its members. In addition he had a knack for writing plays, acting, and coaching amateur dramatics, sometimes engaging in all three at once. He had lived for fifteen years with his wife and two children in the Schoovenhoven Park section of East Woodland, and had been president of the Taxpayers Association ten years before when it had been very active. The members of the Schultz family were also regular church attendants.

Mr. Schultz's friend, Mr. Goldburg, was likewise active in the Taxpayers Association (a vice-president in fact) and vitally interested in civic affairs in Woodland. He was a short, fat man, radiating energy in every gesture and in every nod of his head which was crowned with a thin aureole of gray hair. He had a prosperous business in Gretna, but had moved to the Parkview section of Woodland seventeen years before so that his family might live in pleasant, outdoor surroundings. Although they had lived on the same block fifteen years, few of the neighbors had called. They were supporters of the fine synagogue not far away. Like many of his religion, Mr. Goldburg had a keen sense of responsibility for public affairs

and an emotional urge to work for such democratic movements as the community center.

Miss Baldwin offered her resignation at this meeting, suggesting that permanent officers now be elected. Mr. Schultz nominated Dr. Ingram for president, saying the Center would be fortunate to secure a man of Dr. Ingram's eminence for its head. Dr. Ingram was not anxious to accept but was elected. Mrs. Leonard was made vice-president, Mr. Schultz secretary, and Mrs. James treasurer. Mrs. Leonard and Mr. Douglas were asked to handle publicity for the new Center; Miss Quinn was appointed chairman of the health committee; Mr. Schultz and Mrs. Burns were to form a recreation committee and manage clubs at P. S. 8. "Plan and Scope" and "Ways and Means" committees were appointed to prepare reports for a meeting to be held two weeks later. The meeting adjourned with everyone feeling hopeful of the future of the Woodland Community Center.

A week later the School Community Center Association received a request from Mrs. Brennan, leader of the Catholic Women's Club, for a permit to use the swimming pool at P. S. 8 one night a week.* Mr. Douglas wrote Mrs. Brennan, "I am delighted at the thought that we may be able to help you in any way; and I am trying to arrange a time for you." To Mr. Schultz he wrote a few days later, "I have arranged for Mrs. Brennan's Catholic Women's Club to use P. S. 8 one evening a week, inasmuch as a prompt response was desired, without waiting for our next meeting. I felt sure that the Woodland Community Center would approve. Mrs. Leonard knows Mrs. Brennan and feels, as I do, that it might be well to make her a member of the recreation committee. I thought it would be best to acquaint you immediately with

* Public schools in Gretna may be used under permits which are granted by the Board of Education only to responsible organizations. The School Community Center Association obtained these permits and reissued them to the athletic groups making the required monthly reports to the Board of Education for these groups.

these facts, referring it to your judgment whether or not to invite her to our next meeting or to adopt the more formal course of simply proposing her name for membership.'' In due time Mrs. Brennan was invited to serve on the recreation committee. She was an active worker in her church, a member of Mrs. Leonard's political club, and a person of force and ingenuity. Within two months she became chairman of the recreation committee and responsible for the management of the evening clubs at P. S. 8.

It was December before a second meeting of the Center was held, in order to give the committees time to work out plans. The plan and scope committee reported that it had not been able to decide upon recommendations for a name. ''Woodland Neighborhood Centers'' was favored by some while others preferred ''Woodland Community Center.'' The latter name might result in confusion with the Woodland Boys Club and Community Center, though, as Mr. Schultz said, ''We may overcome that by making them one of the centers for us to work with when we get going—provided they will agree.'' A report of the meeting reads in part, ''A community meeting was planned for the first week in January at P. S. 8. The Police Captain of the district, the Truant Officer, School Medical Inspector, and the branch librarian will be asked to speak briefly on the conditions as he or she has observed them in his or her particular calling, the purpose of the meeting being to inform the residents of the true condition of affairs in Woodland. Thereafter there shall be regular meetings at P. S. 8, one each week, a forum alternating with an entertainment.'' Mr. Goldburg was appointed chairman of the forum committee.

Although definite tasks were assigned in preparation for the January meeting there was no one who took the responsibility for checking up on the progress each made. Dr. Ingram was accustomed in his profession to give orders and to have them carried out. The staff under him worked as automatically as a well regulated machine, once told what was

expected of them. Therefore, he waited for the committee chairman in the Center to carry out plans which had been carefully made. Besides Dr. Ingram was a busy man. Mr. Douglas had many other centers to supervise in addition to the administrative work of the central organization, his assistant was leaving, he lived at a distance from Woodland, and altogether it was impossible for him to direct the committees. Then, too, he did not wish to interfere unduly. It is not surprising, therefore, that the plans previously mentioned did not materialize.

In January Mr. Douglas wrote Dr. Ingram, "I greatly fear unless we assemble our whole Council at an early date interest will flag. I appreciate that we have been more or less waiting for a definite decision upon the name of the organization, but could we not have a Council meeting and settle this?" Dr. Ingram replied that he had talked with Mr. Schultz who had promised to send out notices for a Council meeting on January 22.

Mr. Douglas was convinced that this Center would need intensive help with its committees for some time to come; and this he thought the School Community Center Association could offer when in April, 1920, they secured Miss Cole as field organizer on their staff. Miss Cole had had ten years' experience in business organization, her last position being with a national social agency, where she had charge of the office with a large staff under her, and where she had frequently organized mass meetings. By personality and temperament she was very well fitted to do community organization work. She was of the visionary type, capable of great enthusiasm which she could impart to those about her. Her religious affiliations were with a liberal group which was advocating democracy and participation by every individual in the civic and cultural life of the community. Community organization as Mr. Douglas presented it to her caught Miss Cole's imagination and in the two years she worked with the Association, it became a religion to her.

From her experience in working with people she had very definite ideas about the technique which a community organizer should employ. She once summarized her principles as follows:

"1. No activity should ever be started unless a genuine need for it exists.
"2. The need must be one that is recognized and suggested by the group itself.
"3. Once started an activity should never be dropped.
"4. A program must always have a definite objective; and in addition to the immediate result aimed at, the worker must have in mind the needs of the whole community and the possibility of expanding the community idea of 'just being neighborly.'
"5. Activity for the sake of activity is fatal.
"6. The organizer should not hesitate to take the lead herself where initiative is lacking, but should drop out as soon as the plan is strong enough to be taken over by others. Whenever possible one of the group should be put in charge.
"7. The qualities an organizer should possess are judgment, understanding, and tolerance of human nature; maturity, or a knowledge of life through experience; sincerity, or love of people. Superficiality or bluff are quickly discerned and are fatal in community work.
"8. The organizer should do good hard follow-up work. For example, she should interview all kinds of people and make opportunities of speaking before all sorts of organizations whenever possible."

Miss Cole's first contact with the Woodland Community Center was in April, 1920, when she called on Dr. Ingram at his school. She found it difficult to infuse him with her enthusiasm and faith in community work. He complained that the members did not coöperate or come to meetings promptly, and said he was presenting his resignation as president. When she left an hour later she had his permission to see other members of the Council and to proceed as she thought best. A few days later Miss Cole started a systematic series of interviews with chairmen of the various committees at their offices or homes, with these results:

She found Miss Quinn, chairman of the health committee, decidedly coöperative and with a definite plan for a nutrition clinic which she hoped to start in P. S. 11, in Pigeonville. The principal, Miss Jones, however, was not anxious for it, and Miss Quinn suggested that Miss Cole visit Pigeonville with her some day soon to see what might be done.

Mrs. Brennan, chairman of the recreation committee, lunched with Miss Cole. She explained that as chairman of the recreation committee, she herself supervised all the women's groups using the gymnasium and pool evenings at P. S. 8; that she hired a man to supervise the boys' groups; that each group except her Catholic Women's Club paid twenty-five cents per capita for the evening. Her group paid the instructor directly from their treasury. She was responsible for collecting the fees from each leader of the other groups and turning this money into the Woodland Community Center treasury which in turn paid the instructors for the various groups, the Center bearing the deficit or the balance. So far, there had been only deficits, but Mrs. Brennan said she felt sure that since she had discharged the former men's supervisor and put Mr. Murray, husband of a Center member, in his place that all would go well. Mrs. Brennan complained that a "Gym and Swim" club with Miss Campbell as president and leader, insisted on having a "closed club" and keeping out all but their members. Miss Cole promised to investigate. Miss Cole advised her to add more members to her committee, and suggested that weekly dances under the recreation committee at Wesley High School would add to the income of the Center.

Mr. Goldburg, chairman of the forum committee, was pessimistic about the success of the Center. So far, he said, it had not had at a meeting more than twenty-three people. He agreed to work actively on plans for forum meetings if Miss Cole would secure eight or ten prominent men and women to help him, and suggested Mr. Lawrence Lawson as one. Miss Cole later discovered that Mr. Lawson was a

member of the board of directors of the School Community Center Association and lived in Woodland. When she approached him about the local center he was not encouraging, saying he had once been president of the Woodland Taxpayers Association and had given up in despair his efforts to get Woodland organizations to coöperate. However, he consented to serve on Mr. Goldburg's forum committee.

Mr. Schultz, in charge of the dramatics, thought a dramatic entertainment for a public meeting would be an excellent thing for the Center. He agreed to have a definite program to present at the next Center meeting. His duties as secretary had taken more time than he could afford to give; but he finally consented to keep the office if Miss Cole would send out notices of the meetings from her office.

Mrs. Leonard, director of the publicity work, broke three appointments so Miss Cole finally gained her consent over the telephone to serve on the forum committee. Miss Cole offered to help her with publicity for the Center.

Having lined up the committees, Miss Cole's next move was to increase interest in membership. This she did by calling on old members and obtaining from them names of their friends and prominent people whom she might visit. The principal of P. S. 8 was very cordial but because of ill health could not take any part in the Center. Miss Baldwin promised to represent the school at the May meeting. The librarian, Miss McLeod, was most willing to coöperate although her duties would keep her from attending meetings regularly. Dr. Milton, principal of Wesley High School, was not hopeful about a community center succeeding in so well organized a section as Woodland, although he assured Miss Cole of his approval of the purpose of the Center and offered his good will and any help he might give in the use of Wesley High School. One promising member, Mrs. Saunders, was secured at Mrs. Rogers' suggestion. Mrs. Saunders had no family and often accompanied her husband on his out-of-town business trips. She felt that the movies were really the only social amusement

in Woodland, and that the churches should be aroused to the fact. Social relations, she said, needed stimulating and her services were at the disposal of the Center in anything it might undertake. The president of the Republican Club, Mr. Arms, talked for two and a half hours to Miss Cole about the dangers of radicalism, and proposed that the Center make Americanization its central purpose. Miss Cole answered that the Center aimed to arouse a genuine community spirit in Woodland and then to arrange through committees for projects of general welfare. No other modern movement, she said she was convinced, aided to such an extent in quieting the general unrest as did the community center movement. Mr. Arms enrolled himself and wife as members, though neither ever attended a meeting.

In addition to interviews for the May meeting, Miss Cole sent out one hundred letters of invitation which Mr. Schultz had drawn up. They read

"Dear Friend:

"There will be a meeting of those interested in the Woodland Community Center on May 7. This meeting will be for all who have been interested in the past and will be interested in this work. To make it especially worth while we have secured Professor Louis Backman of Gretna University, and we earnestly urge everyone to be present.

"We have also been fortunate in having one of Mr. Douglas' assistants assigned to our district to take care of the detail work of the Center, so that we should go along rapidly now. Do come and show your interest.

"Yours cordially,

(*Signed*) J. Schulz,
Secretary."

Eighteen people came to the meeting. But all of the chairmen were there with ideas.

Mr. Schultz said he was anxious for the Center to present a play which would give them publicity and at the same time would draw the members together. He thought the Brevoort Club might be secured and perhaps some of its members interested in the community center work. This gave Miss Cole

an idea. She decided that she herself would take part in the play, thus becoming more intimately acquainted with some of the members and possibly finding opportunities to add membership to the Center.

At great effort, for she had centers all over the city for which she was responsible, she attended rehearsals, took part in the play; and found that all the details usually assigned to a stage manager, property man, and business manager fell upon her. Mr. Schultz coached the play and took part in it, but inasmuch as his work during the day was very exacting he refused to have anything to do with the details of the production. Others in the cast were Miss Quinn, Miss Brennan, daughter of the leader of the Young Women's Catholic Club, and Mr. Murray. Woodland merchants loaned equipment, a quartette sang, Dr. Ingram and Mr. Douglas made speeches explaining the Community Center, and the four pretty girls Mrs. Rogers had found for ushers distributed membership blanks among the audience of three hundred. A Mr. Cohen became a member at this time. The affair was a social success and good publicity, but left the Center with a deficit of $50. It was given in June and marked the end of regular activities for the summer.

In surveying her two months work, Miss Cole decided that the Woodland Community Center was badly lacking in initiative, that more reliable workers were needed as members, and that its business affairs at P. S. 8 were poorly managed. To secure members she called on Mrs. Hastings, president of the Hester Study Club, spoke at their annual meeting, and was invited to a county convention of federated women's clubs. She endeavored to interest Miss Van Kleek, a descendant of one of the first families and district leader of the Republican women. But Miss Van Kleek was still tired out from her war work; she was on the board of the Woodland Boys' Club and Community Center, and besides she thought Woodland was over-organized already. Miss Cole spoke before the Mothers' Club at P. S. 8 and several women

promised to become members in the fall. She interviewed the Woodland Gazette and five Gretna papers which all promised to publish news of the Woodland Community Center and she found an attractive young Irish girl, Miss Cady, who, with her friends, Miss Cole hoped, would form a young Irish group for the Center in the fall, thus "invading the sacred territory of conservative Woodland."

A mid-summer joint meeting of the Center and the Fraternal Benefit Society was held at Mr. Cohen's invitation. He was a Gretna business man, and the founder of a branch of a liberal religious group, whose aims were not dissimilar to those of the Community Center, so that he had real enthusiasm for community work. His physical disabilities, however (he was very near-sighted and slightly deaf), kept him from being an imposing figure. He was impressed by Dr. Ingram's prestige and loyally seconded anything the Doctor advocated. The Fraternal Benefit Society, of which Mr. Cohen was a member, had for its object, "the provision of a pension for old age and the establishment of 'Peoples Parliaments' or open forums of the New England town meeting type where free discussion shall obtain and interest in the problems of government be fostered among all the people." As a result of the meeting the executive secretary, Mr. Mason, and his wife became members of the Center. They lived in the Maple Lane section of Woodland.

P. S. 8 was visited and it was found, as has been mentioned before, that there were several groups whose only affiliation with the Center was that they received a permit through the Center for the use of the school at a certain time, and in return paid their dues into the treasury of the Center which was responsible for paying instructors employed by the groups. The group of business women and housewives which formed the "Gym and Swim Club" met once a week, having an attendance of twenty-five to fifty an evening. The nucleus of this group was ten friends only about half of whom lived in Woodland. The others came from neighboring suburbs be-

cause P. S. 8 was the only school in the borough with a swimming pool. The leader of this group was Miss Campbell who being a mature business woman and of a responsible turn had taken it upon herself to collect dues, and look after the club's business affairs. Miss Cole called on Miss Campbell, spoke before her group explaining the purposes of the Woodland Community Center, and asked their support individually as members. In addition she assured them of the Center's interest in their club and desire to do everything possible to aid them. Miss Cole made it a point to drop in occasionally on Thursday night during the summer to see this group. They responded very well and later in describing her said that she was always interested in them, she had such attractive ways, so much enthusiasm that was contagious, and expressed herself so well that a feeling of loyalty for her soon developed. It was this group that contributed $25 to the Center in the fall to help efface the deficit left by the play.

Miss Cole called on Mrs. Brennan, visited her class, and attempted to make the same contact with her that she had with Miss Campbell. Mrs. Brennan was extremely friendly but not at all anxious to have Miss Cole's supervisory interest. In fact, she resented Miss Cole's visits. Mr. Murray, whom Mrs. Brennan had engaged as supervisor for the boys, was an athletic, good-natured chap, who attended to his duties rather spasmodically. The boys were not allowed in the building until the supervisor came. Sometimes Mr. Murray would be an hour late and the boys would have to wait outside, but on the whole they liked him very well.

The latter part of the summer, Miss Cole went away for her vacation. When she returned in the fall, she talked over with Dr. Ingram what the next steps should be in the development of the Community Center. They agreed that more interested members were needed and that they could best be found if the Center should undertake a piece of work which would attract attention widely. First, however, they felt that

the Center should become financially stable. Miss Cole proposed a $1000 budget for the year's work, to be raised by income from weekly dances at Wesley High School, clubs at P. S. 8, and a block party. She had already found a capable woman for chairman, Mrs. Saunders, who was singularly public-spirited, and worked well with people. Miss Cole felt sure a block party under her leadership would be financially successful. Both she and Dr. Ingram thought, however, that the first activity of the season should probably be a social meeting open to the public, at which the chairmen of committees could present their programs for the winter. Dr. Ingram and later the executive committee approved these plans and Miss Cole proceeded to carry them out.

Mrs. Rogers' committee with Miss Cole's help prepared a program of music, readings by a negro poet, and speeches by Mr. Douglas and Mr. Lawson. Miss Cole sent out two hundred invitations and made personal calls on many people. About one hundred were present. Dr. Ingram was out of town on business but Mrs. Rogers presided very well after Miss Cole had planned her introduction of the poet. Mr. Goldburg spoke on a forum meeting that his committee was planning on "Issues of the National Campaign" (then in progress). Mr. Schultz announced that the play given in the spring would be repeated at Dr. Ingram's medical school for which the Center was to be paid $25. Mrs. Brennan said weekly dances were to start at Wesley High School the next month under her supervision. Mrs. Saunders described plans for a block party. Miss Quinn said her committee had had the Red Cross give a course of First Aid Lectures during the summer with an average attendance of five, even though she had the cooperation of the ministers in announcing it, and newspaper publicity. She expected more success, however, with a nutrition clinic that she hoped her committee would soon have under way at the Pigeonville School. Dr. Ingram had consented to arrange for a series of mental hygiene lectures

during the winter in various public schools. Altogether the winter promised to be an active one for the Woodland Community Center and several new members joined that evening.

The play was repeated at the medical school very much to everyone's satisfaction. Half a dozen of the nurses and doctors were so impressed that they became members of the Community Center at once. Miss Cole a few days later wrote to Dr. Ingram, "I enjoyed the affair personally more than anything I have yet attended in my Center work in the city. I wish also to take this opportunity to tell you how much I have personally appreciated your kindness to me in the Center work since April. I should have been disheartened many times but for your unfailing courtesy and support. You are also the one president I have had so far who really knows what the Association is trying to do in its center movement—that is, the only one with a genuine social vision."

A forum committee composed of Mr. Goldburg, Dr. Milton, Mr. Lawson, Mr. Cohen and Miss Cole met at Dr. Ingram's home one evening and so successfully mapped out the plans for a forum meeting at Wesley High School that an ex-senator and a former mayor were secured to speak on opposite sides on the League of Nations question, then an issue in the presidential campaign. Mr. Goldburg supplied a list of one hundred prominent ministers, priests, rabbis, teachers, politicians and business men to whom special letters of invitation were sent. In addition posters and flyers were spread broadcast, containing in one corner this statement, "The Woodland Community Center Forum is absolutely non-partisan. It aims to present reliable information on public questions from differing points of view. Your coöperation is earnestly requested." Six hundred and fifty people came, among them Mr. Wright, president of the Chamber of Commerce, whom Miss Cole had unsuccessfully tried to interest the previous spring. Before the meeting slips were passed out which listed the activities contemplated and read:

"Will you aid the community activities by becoming a member? Dues fifty cents a year and upwards.

"Sign this slip and pass to the usher if you wish to help."

Mr. Schultz led the audience in singing popular songs, Mr. Goldburg made an address on the forum work and Dr. Ingram explained the purpose of the Community Center. The forum was a great success, but had proved so expensive that further meetings had to be postponed until the treasury was replenished.

This the block party helped to do. As Miss Cole had anticipated, Mrs. Saunders was able to get people to coöperate. Woodland merchants donated food to sell, Miss Campbell's "Gym and Swim" club raised $60, members sold tickets, with the result that $200 profit was left in the treasury.

In November, 1920, Miss Cole in a letter to Dr. Ingram said, "The Center from its financial and social aspects is picking up wonderfully, and Mrs. Saunders, Mrs. Rogers and Miss Quinn I am sure will put us on our feet financially and from the welfare point of view. The weekly dances at Wesley High School are beginning to show a profit. We have many fine ideas now brewing."

Mrs. Brennan had become paid supervisor of the dances when they opened in October. She was still in charge of P. S. 8 also, as chairman of the recreation committee. She finally refused to accept Miss Cole's supervision and made her reports directly to Mr. Douglas. Another cause of friction had been Mrs. Brennan's attempt to break up the "closed" club Miss Campbell had on Thursdays by combining it with a Tuesday night group. Miss Cole had at first been inclined to favor this but she found Miss Campbell so coöperative, businesslike and generous with group contributions to the Center that she was inclined to protect her club from Mrs. Brennan's frequent attacks.

But the School Community Center Association and the Woodland Center president insisted that Mrs. Brennan's

activities must receive supervision. Therefore Mrs. Brennan resigned as chairman of the recreation committee, at the same time severing her own and her club's connection with the Center. Dr. Ingram wrote a courteous note accepting her resignation.

This affair weakened the interest of several members. Mrs. Murray, while strongly opposed to Mrs. Brennan, belonged to the same church and the same political club. Mrs. Leonard, as leader of the Women's Democratic Club, and as wife of a political appointee, dared not take too positive a stand for either side. Although vice-president of the Center, her own interests did not allow her to take an active part in this affair.

Miss Cole now began in earnest to reorganize the recreation committee. The dances at Wesley High School had begun to show a profit, but were also a source of concern as they were not well conducted. Complaints came in frequently from the Board of Education inspector, and one evening when Miss Cole dropped in she found two policemen and a reporter there. With difficulty she persuaded the reporter to withhold publicity. When she reported the state of affairs to the officers of the Center, they agreed with her that the best way of getting the dances in hand was to suspend them for three months. In the meantime, a strong recreation committee with a special committee on dances could be formed and in addition to a paid supervisor, it might be possible to get volunteers from the Center to be present as chaperones. Miss Cole suggested a dance committee of eight, four men and four women, so that a man and a woman could be present at each dance and yet the same people would serve only once a month. For chairman, she suggested Mrs. Kelley, a prominent and cultivated woman, whose name had been on the original list of twenty people invited to the organization meeting of the Center.

Accordingly Miss Cole interviewed Mrs. Kelley and secured her acceptance of the chairmanship of the dance committee. In the meantime a recreation committee had been formed

with Mrs. Saunders as chairman. There had been some discussion over this as Mrs. Leonard and Mrs. Murray felt that the latter was entitled to this position because of her work at P. S. 8. Mrs. Saunders was broad-minded enough not to take offence at their innuendoes and by tactfully saying little, Miss Cole managed to keep Mrs. Saunders as chairman.

When Miss Cole consulted Mrs. Kelley about her plans for the dance committee, Mrs. Kelley suggested that the dance be limited to pupils of Wesley High School and that they be put on a subscription basis. In this way the objectionable element of the public would not be admitted. Miss Cole was so impressed by her success at persuading Mrs. Kelley to become chairman and also by Mrs. Kelley's social position in Woodland, that she agreed with this plan. However, when it was presented to the Council they voted that the public dances be continued since a community center should maintain only those activities that could be participated in by everyone in the community.

Mrs. Saunders called a meeting of the recreation committee at her home, but Mrs. Kelley was unable to be present. After trying several times to reach Mrs. Kelley, Miss Cole was obliged to go ahead with scheduling the dance committee to act as chaperones. In February she wrote to Mrs. Kelley that she had been obliged to do this because the school board was clamoring for them either to reopen the dances at Wesley High School or surrender the permit. She sent her schedule for chaperones for a month ahead saying, "I hope you will be able to visit the school one evening a month, at least, to meet your assistants who are all volunteers." Mrs. Kelley visited the dances once, said she thought them a fine piece of community work, but was always so engaged with other things that her chairmanship was only nominal and she finally dropped out altogether.

The other members of the committee attended the first month and then other engagements and trips out of town prevented them from keeping their appointments. Miss Cole

was too busy with work in other centers to make a canvass for new members of the committee and after April the dances were being run entirely by paid supervisors with an occasional visit from Miss Cole.

At Christmas time someone proposed that the Center have a community Christmas tree on one of the busy corners of Woodland Avenue, keep it lighted for a week, and have the name of the Center on it somewhere. Dr. Ingram approved of this idea and appointed Mrs. Rogers chairman. Mrs. Rogers was vitally interested in the Center and especially in the cultural activities. She had very good ideas often of how to do things but did not always carry them out unless someone constantly encouraged her. Miss Cole invited her to her office one day, where they went over plans very carefully. They planned to write a letter to twenty-five prominent people in Woodland asking them to serve on a Christmas tree committee. The principals of the seven public schools would be among these and would be asked to furnish groups to sing carols around the tree on Christmas Eve. Other members of the committee would be asked to secure contributions and to allow their names to be used in publicity. The letters were sent out and about half of the people responded that they would be glad to serve. Five of the seven schools promised to have groups of carol singers. A beautiful tree was secured for $50 and the gas company furnished lighting free. Everything went well except that the only persons on the committee who were active were Mrs. Rogers and Miss Cole. Under the latter's direction, Mrs. Rogers secured more than enough contributions to cover the expense.

After the holidays Miss Cole took stock of her efforts in Woodland. The activities had been a play which had engaged the efforts of only those participating. It had not been financially successful. The block party under Mrs. Saunders' chairmanship had established the Center on a good financial basis and had aroused considerable interest. The income from the Wesley High School weekly dances was showing steadily a

small balance. The unfortunate dispute with Mrs. Brennan had made possible more efficient handling of the clubs and classes held at P. S. 8. By personal visits to Mrs. Murray, Mrs. Leonard, and others concerned, Miss Cole helped to dispel vestiges of bad feeling. The forum had drawn a large audience and although expensive, Mr. Goldburg was so enthusiastic that it was possible good results might be expected when activities were resumed in the spring. The Christmas tree from the point of view of participation had been a failure. Altogether Miss Cole felt there was a distinct need of more members being enrolled who would take an active interest and responsibility for projects undertaken. Dr. Ingram was sympathetic and courteous but failed to exhibit initiative and enthusiasm which he could impart to his co-workers, or ability to draw them into participation. Mrs. Rogers was very willing, but of little help in directing other people or arousing their interest. She consulted Miss Cole constantly about any work she started to do. Mrs. Saunders was a comfort because of her ability to work with people. However, she had been out of town with her husband a great deal in the last month and a half and would be away intermittently during the spring. Mrs. Murray had shown interest at first in the work of the Center but was not to be relied upon. Mrs. Leonard, as has been mentioned, was vice-president, a person of real ability to handle people but did not work well under direction. The Murray-Brennan affair had weakened her loyalty to the Center.

Mr. Cohen was faithful but his chief contribution so far had been to second any motion proposed by Dr. Ingram, for whom he had the greatest admiration. However, his interest was genuine and his son was a promising prospective member.

Mr. Goldburg also had real enthusiasm for the Community Center, but he had no following in Woodland. He saw great possibilities in public forum discussions and hoped to have two a month beginning in February. As he was inclined to

be radical in his political views, Dr. Ingram looked upon his enthusiasm with some apprehension. He did not wish to see the Center allied with any political party or cause. Mr. Goldburg assured him that the forums were to be unbiased but that political subjects were necessary as the basis for any stirring discussion. It was finally agreed that the forums should be tried out.

Mr. Schultz's hobby was dramatics. He was a talkative man, always full of plans but confessed frankly that he would not bother with any details for carrying them out. Consequently very little came of his enthusiasm.

Looking over the situation Miss Cole decided she had been doing too much work for the Center. The election of officers would occur at the next meeting and she would adopt a new policy from then on.

The February meeting fell on a cold, blustery night. There were fourteen present. Miss Cole was ill with a cold but had come out to Woodland nevertheless, resolved to see a new start made. The nominating committee, with Mrs. Mann as chairman, reported this slate:

President—Dr. Ingram.
First Vice-President—Dr. Newman.
Second Vice-President—Mrs. Leonard.
Recording Secretary—Mr. Schultz.
Corresponding Secretary—Miss Calhoun.
Treasurer—Mrs. James.
Council—Twelve members including Mr. Lawson, Mr. Cohen, Mrs. Rogers, Miss Quinn, Mrs. Mann, Mrs. Van Horn, Mr. Goldburg.

Mrs. Mann said she knew Dr. Ingram had exacting professional duties but in view of the fact that he had been such a good friend and backer of the Center during its most difficult time, the nominating committee hoped he would still allow his name and influence to be connected with it. She added that Dr. Newman (the minister of Mrs. Rogers' church

who had recently joined the Center), had been made first vice-president in place of Mrs. Leonard because the latter had left for a two months' trip to Florida; they felt fortunate in securing so able and busy a man for the office. No other changes in officers had been made.

Dr. Ingram made a short speech, accepting the office, "provided the Council would work." Dr. Newman's speech was in great contrast to Dr. Ingram's. He talked fluently, expansively, warmly, about the possibility of community center work.

When the president called for committee reports, Mrs. Rogers said she had none. Mr. Schultz said he was disgusted with the lack of interest and coöperation of members in dramatics; that he had several Ibsen plays in mind but no one would take parts when he assigned them. Mr. Goldburg said he had a forum meeting scheduled for the next week and handed over to Miss Cole a quantity of posters and flyers he wanted distributed. Miss Quinn said the health committee, with Dr. Ingram's help, had arranged a series of mental hygiene talks. Three lectures had already been held; attendance at the first which was in Wesley High School was forty, at the second at P. S. 15 only six, so the lecture was not given. Ten people were present at the third lecture given at P. S. 8. The committee intended continuing the lectures a few weeks longer and if attendance was not better they would be discontinued. Mrs. James reported $500 in the treasury.

The whole tone of the meeting was blue and it became bluer when Miss Cole declared that the Center must become self-reliant; the School Community Center Association could no longer do the detailed work of distributing posters and working up audiences for every committee. A new program of interesting meetings needed to be mapped out, she said, with music, talks besides business,—regular community affairs that would attract a crowd. Mr. Goldburg said, "That's right!" But when the vote was taken, the decision was to wait until fall to try new ideas. In the meantime, it was sug-

gested that Mrs. Rogers might organize a committee and have a social meeting and concert in April.

That night as she rode home in the chilly subway, Miss Cole wrote in her daily report, "Meeting rather glum on the whole because officers and committees realized they must stand on their own feet. However, this was the time to acquaint them with the fact, and constructive methods may now be pursued to interest rank and file members of committees and membership. Felt very ill at meeting and somewhat discouraged at lack of coöperation and independence in this group after the intensive work I have done with them."

A few days later a Council meeting with eight present was held at Dr. Ingram's home. A membership campaign was decided upon with Mr. Cohen as chairman, and Miss Cole a member of the committee.

As a first step in the membership campaign she sent letters to the school principals and contributors to the community Christmas tree which said in part, "The Center is just beginning to drive its roots down into the soil of Woodland; therefore all these groups and individuals who have responded in such a generous spirit to make the first Christmas tree a reality deserve the highest gratitude of officers and Christmas Tree Committee."

One of the contributors to the Christmas tree had been the Chamber of Commerce whose president was Mr. Wright, a real estate man and ex-borough president. In expressing appreciation of the contribution of the Chamber of Commerce Miss Cole said, "After the holiday season I am very anxious to meet you personally and talk over with you the Woodland district. I am going to avail myself of the privilege of calling at your office very soon." She did indeed call at Mr. Wright's office, learned from him that he considered transit and housing the pressing problems in Woodland, but found that he was too busy a man to take any part in the work of the Center. Miss Cole herself sent in an application for membership in a county federation of women's clubs whose

president lived in Woodland. Her letter said, "The Woodland Center is one of my groups and I should very much like to interest you in its work."

In March Miss Cole wrote to Dr. Ingram, "Now that the chairmen of the committees have had their dose of medicine which was due them, I am planning, if you approve, to send out the following to members at large to see what response we get. The trouble with Woodland has been that the chairmen of the committees like to play a one-hand game too well with me at their elbow to do the detail work. I do think a forum once a month is sufficient. We are in good business condition financially, having about $700, but unless Mr. Goldburg makes collections at his meetings or a strong appeal for members the forum will spend the money as fast as we can make it."

The following questionnaire was then sent with Dr. Ingram's approval to each member:

"THE WOODLAND COMMUNITY CENTER

"What community activities are you interested in?

(Please check items and return.)

Athletics
Civic work
Dances
Dramatics
Entertainments
Forum
Music
Public Health
    Mental hygiene
    Nutrition Center

"Will you serve on a committee for activities in which you are interested?

"The Center has about one hundred members. We want five hundred in 1921. Will you secure four new members?"

To Mrs. Rogers Miss Cole wrote, "I think it is most essential that your committee have an affair in April to draw the

members of the Center together. I wish you would get a committee and call a meeting at once so that we will not be rushed to death in the matter as we have in many Woodland Center affairs. I shall be glad to attend any committee meeting you may plan and help you in any way you wish, and I will secure the following for you: a poet, a violinist, a song leader, a permit for the use of the library. What I shall be unable to do in the future is the running around and the details of the affairs, which of course, the Center chairmen should properly take care of. I think a meeting of this sort is the most important thing we could have in Woodland just now to draw the Center people together.'' Finally, as a result, a playwright from Gretna was secured as speaker. There was a program of music and about thirty-five people were present. Miss Cole wrote a consoling letter to Mrs. Rogers the next day saying, ''I think your entertainment last night was a great success from your end of it. The program was fine and it was a shame more people did not profit by it. Perhaps Friday night is a bad one for our meetings and next time we had best choose another evening.''

About this time, also, Dr. Ingram's mental hygiene lectures were concluded. It had been arranged to have nine lectures in public schools in different parts of Woodland. Excellent speakers were secured, posters and leaflets were distributed through the mail and stores. The audiences had averaged fifteen. Dr. Ingram was greatly discouraged and never recovered his confidence in the Woodland Center drawing an audience for anything.

Miss Quinn had taken up the health work with great zest. Through P. S. 11, located in Pigeonville, announcements of home hygiene lectures for the mothers had been sent to every home. Only two came to the first meeting. Miss Quinn decided the difficulty was that carfare was twenty cents so she arranged for the classes to be held nearer the neighborhood. Still the mothers did not come, so she laid the blame on the fact that they were timid and that the lectures were over their

heads. Being an ingenious young woman she decided to have the class for young girls instead of mothers, thus educating the parents through the children. This proved very successful. A group of seventeen girls attended to the end and received their diplomas from the Red Cross nurse in uniform when the graduating exercises of the school were held in June.

Two forum meetings were held, one in February and one in March on the subjects "Shall Direct Primaries Be Repealed" and "Our Transit Problems and the Proposed State Legislation." As speakers Mr. Goldburg secured some of the busiest and most prominent men in Woodland and Gretna. The first meeting numbered two hundred and lasted until the janitor closed the building. Mr. Wright made a speech, praising the usefulness of the Woodland Community Center in furnishing a medium for the presentation of controversial subjects with both sides presented. Several new members were secured. At the next meeting the Council voted Mr. Goldburg $100 to be spent for publicity. The third forum, however, attracted only thirty-two people. Dr. Ingram's fear of entanglements in politics and Miss Cole's caution in spending money prevented further forums being held.

The class in Pigeonville had been so successful that Miss Quinn suggested the possibility of summer recreation there. Therefore, Miss Cole consulted Dr. Ingram suggesting that a Kirkman's soap reel could be secured free of charge. This film would be given weekly in addition to a different educational and travelogue reel each week. She wrote, "What had we better do? Do you wish to call a Council meeting to consider this in the general summer work? This with P. S. 8 classes running would be all we shall do during the summer except the Wesley High dances. It might be well for us to have a short Council meeting to take these matters up." To this Dr. Ingram replied, "I heartily agree with the arrangement about the Kirkman soap furnishing films. I think the choice of Pigeonville is excellent. If this works out satisfac-

torily there we may branch out in other schools in Woodland. I see no reason for calling a meeting of the Council prior to the regular meeting next month. You may throw all the responsibility on me if you choose."

At Miss Quinn's suggestion a week later Miss Cole had interested Mr. Amato, a wealthy resident of Pigeonville, in the movies. He was an unusual man, a sort of father of the district, to whom they all went with their troubles. He offered the use of one of his vacant lots and promised to collect five or six men to meet with Miss Cole at his home to plan the summer work. In the fall he promised to enter the Center as a representative from Pigeonville. The movies were carried on with an average attendance of five hundred children and grown-ups who sat down in the dust and week after week watched the Kirkman reel in anticipation of the films that followed. When September came, Mr. Amato and his committee of six who had managed the movies, fell in with Miss Cole's suggestion that they form a Pigeonville community center of their own. A meeting was called and fourteen charter members started off the Pigeonville Community Center, affiliated with the School Community Center Association, but not connected with the Woodland Center.

When Miss Cole looked over the spring work she found the situation about as follows: the Center had one hundred paid members for 1920-21; in its treasury was $850. In her report she made the following suggestions for the future: "Woodland needs intensive work now for new members in order to infuse new blood. Active committee chairmen are needed instead of people whose names are well known in the community but who are too busy or disinterested to do any work. The Center also needs some plan to increase interest in regular monthly meetings. I took up plans for speakers and music beginning in the fall and invitations to other organizations with the Council at a recent business meeting. I also suggested a plan of district representation. Woodland is so large that it seems to me we might work up interest through dis-

tricting it and bringing together a few people from each district. Mr. and Mrs. Murray have promised to get a group from their district, (that is, East Woodland), to represent that section. Mr. Amato has promised to give $100 to any worthy work of the Center. I have several hundred names of prospective members which I have collected since last April but I have not had time to call upon these people."

Mrs. Leonard had taken no active interest in the Center after January. She spent February and March in Florida. When she returned to Woodland in April, she felt very much hurt that all of the other officers had been retained and that she had been demoted from first to second vice-president. She became more estranged than ever from the Center.

Activities closed in June except for the athletic clubs at P. S. 8 and the dances at Wesley High School. Miss Cole felt somewhat discouraged at the results of her year's efforts in the Woodland Center but had faith nevertheless that it would succeed when she was able to find the right plan. In July she thought she had solved the problem and in a report to Mr. Douglas said, "I am convinced that it is not lack of interest in the Woodland Center that keeps members away but lack of something definite to report or discuss other than business. Mrs. James has suggested that the Center buy a Ford which could be at the disposal of other agencies and organizations in Woodland. For example, the Associated Charities has no way to take crippled children to clinics. I see many possibilities in this idea. Everybody was interested when I presented it to the Council, which proves that in this Center definite projects are needed. Somehow it will be necessary to have live issues constantly pouring in. I believe I now see the key to the situation which has been troubling me. The Woodland Center needs to do a big piece of work rather than continue to give entertainments." Dr. Ingram thought there were dangers in the Center owning a Ford; for example the question of who should use it, own it, etc.

The fall of 1921 brought several changes in the situation.

Miss Cole was so occupied with work all over the city that it was necessary for an assistant to be engaged. She was unable to give as much time to Woodland as she had formerly. Then, too, the Board of Education had made new rulings concerning the use of public schools. An evening center, they declared, should not have over $500 in its treasury for any length of time (the Woodland Center now had about $900). Furthermore, they required that all money raised through activities in public schools be spent on other public school activities and necessary expenses of the Center. A second rule they made was that no group might have the exclusive use of the gymnasium or the pool for an evening. They furnished a swimming instructor and limited any one group to forty minutes in the pool. No admission might be charged and the pool was at all times open to the public. This was a great blow to Miss Campbell's group which for three years had had practically a private class of forty to sixty people with their own instructor paid through the Center. They appealed to Miss Cole who took up the matter with the Board of Education but was unable to secure special privileges. The Board of Education also changed the nights, giving Miss Campbell's night to the men. Miss Campbell drew up a petition asking that her group be allowed their own swimming instructor. The petition was signed by fifty members of the group. After some difficulty they secured their own night again but were unable to have exclusive use of the pool.

Miss Campbell issued this statement to her group: "For the benefit of those who do not know how we happen to have the privilege of P. S. 8 one night a week, I should like to explain that the permit is issued under the name of the School Community Center Association. The Woodland Center being connected with the Association is immediately responsible for granting us the permit. This Center does a great deal of good work for the people of Woodland by having free lectures, concerts, and entertainments; and they are endeavoring to start a nutrition clinic which will be free to the public. Their work

is carried on by donations, proceeds of dances in Wesley High School, and membership dues. Our club is one of their activities. We turn our money over to them and automatically become members of the Woodland Center. They pay our expenses and the balance, if any, is retained by them to carry on their work."

After the experience of securing what they wanted directly from the Board of Education when neither the Center nor the Association could help them, the members of that group thereafter felt more or less independent and gradually ceased sending a representative to Center meetings.

The first meeting of the 1921-22 year was held in September. Miss Cole reminded the secretary, Miss Calhoun, and she sent out the necessary notices. The only ones appearing, however, were Dr. Ingram, Mr. Schultz, Mr. Cohen and Miss Cole. Naturally no business could be transacted but several matters were discussed. Miss Cole presented a plan that the Association was submitting to all of its centers; namely, that in November an Old Home Week be held in every center. With his usual enthusiasm Mr. Schultz suggested that a carnival might be held on a vacant lot near his house but no one seconded his idea. When Miss Cole again brought up the subject of an automobile they were all opposed. They said that the possibility of accidents, the up-keep, and the responsibility which could not be centralized made the idea impractical.

The surplus in the treasury and the Board of Education's recent ruling led Miss Cole to suggest that a paid secretary be employed. Everyone agreed that that would be valuable but said there was no one could be found for the place at a low salary. Dr. Ingram, as usual, left early, and with him went restraint. Mr. Schultz again talked enthusiastically about dramatics and agreed to try among the young people who attended the Wesley High School dances to get members for a dramatic club. Just as they were ready to adjourn Mr. and Mrs. Mason, who had been at the movies around the corner, dropped in.

Miss Cole decided the existing state of affairs must be changed; that she herself would have to organize the first meeting in order to get the season under way. She sent out the following form letter, accordingly, to all members:

"TO THE MEMBERS OF THE WOODLAND COMMUNITY CENTER

"A special call for a meeting of the Woodland Community Center is now issued. The date is September 29 at the Woodland Library at eight P.M. The purpose of the meeting is to plan for future constructive work especially for fall and winter. The work of the Center has not been entirely neglected during the summer. We have had regular dances at Wesley High School, the regular swimming pool classes at P. S. 8 and moving pictures of an educational nature on several Tuesday evenings in Pigeonville. We will be glad to have you come, get your friends interested, bring them along and get them to join with us. Come prepared to present constructive suggestions and ideas for the benefit of the people of Woodland. All committee members are requested to be present.

(*Signed*) DR. INGRAM."

Special letters were sent to those Miss Cole wished especially to have present. Miss Cole's assistant canvassed members and possible members to invite them to the meeting.

On September 29th about thirty people assembled in the Woodland library. As a result of the meeting Miss Cole started out in earnest to find a part-time secretary. She wrote at the same time to the public library asking if the Center might have desk space there. This the library refused because they said other organizations would probably ask the same privilege if it were granted to one. The problem of desk space as well as the secretary was solved, however, when Miss Quinn consented to act as secretary at $25 a month, in addition to her other work at the Associated Charities. Miss Quinn had been of great assistance to Miss Cole both because she understood the purpose for which Miss Cole was working and because she had so effectively carried out her plans for the Red Cross Home Hygiene course. Her duties as secretary of the Center would be to attend to notices of meetings, help com-

mittee chairmen with their plans, write letters to prospective members, take minutes and send copies to Council members, etc. Everyone liked her because of her tact, understanding, and enthusiasm. Her first suggestion was that the Center print a leaflet describing their aims and activities with the names of officers and Council members. These might be distributed at meetings and be a more effective means of interesting people in joining the Center. The circular was headed:

"ARE YOU A MEMBER OF THE WOODLAND COMMUNITY?
or
DO YOU LIVE HERE?

"Woodland has always been a community in its own right but we are in danger of losing our spirit of neighborliness and community friendship. Many families, recognizing that Woodland is an ideal place for a home, are moving in from all over the city. They are strangers here and unless they are brought in touch with Woodland community spirit they will remain so.

"This is the raison d'être of the Woodland Community Center—it brings together all of our citizens in the old town meeting spirit so that we may preserve the friendliness of our community."

Then followed a list of all of the activities for the last two years and names of officers and Council. At the top of each page was the caption "Be a Good Neighbor" and at the bottom "Join the Woodland Community Center." Several hundred of these leaflets still repose, undisturbed, in the new secretary's desk.

In November Old Home Week was held. Mrs. Rogers was in charge of the program which included violin, piano, and vocal music; a playlet in costume by talent outside the Center, a talk on historical Woodland by a descendant of one of the first families, community singing, and at the end a dance in the gymnasium. Dr. Ingram insisted on having the affair in Wesley High School as a large group was expected. As a matter of fact so few people came that one of the musicians left in a huff. In talking it over afterwards the faithful few decided that the cause for the failure was insufficient public-

ity. The dancing had attracted young people late in the evening, and the kind of dancing provoked unfavorable comment from the older people.

At the December meeting, Council members discussed the problem seriously. Mr. Goldburg suggested that a paid instructor be hired to demonstrate and teach good dancing. Health talks in connection with the dances were also proposed. Mr. Schultz thought that his committee might put on short skits between dances. Nothing came of these ideas.

It was decided again to have a community Christmas tree with Mrs. Rogers in charge. The community Christmas tree that year was even higher and more beautiful than the year before. A sign announced to passers-by "The Woodland Community Center dedicates this tree to the children of Woodland as a symbol of the holiday spirit," and the Woodland Gazette had this to say of it in an editorial: "The spirit of Christmas is very much abroad this winter in Woodland. The tree erected by the Woodland Community Center was lit for the first time last night. It stands in the most public, most travelled and best known street corner of Woodland where both rich and poor live within a stone's throw. The tree seems for everybody who passes by and who stands amazed at the spirit of love which prompted its erection and which lights it each evening. It is certainly a happy inspiration which selected the spot, the most public in all Woodland." Arrangements were again made with the schools for groups of carol singers to assemble at the tree Christmas Eve for an hour and sing carols. A cornetist also was engaged, but rain poured down and the plans had to be abandoned.

In January, 1922, Miss Campbell told Miss Cole that she had attended the last meeting of the Woodland Center and she thought the auditorium in Wesley High School was the gloomiest place for a small meeting that she had ever been in. She asked why the gym could not be used with chairs around the edge, talent in the center, and a dance or two at the end of the evening. Miss Cole passed this suggestion on

to Mrs. Rogers, chairman of the entertainment committee. Mrs. Rogers liked to have "nice" meetings with "nice people present." She had a sweet cordial way of greeting those she knew but made no effort to welcome strangers. Dr. Ingram's personality did not encourage an atmosphere of friendliness and unity. On the whole it was more than the place that made the Woodland meetings seem gloomy.

A nominating committee with Mr. Cohen as chairman was appointed in January. When Miss Cole went out to attend a meeting called at Dr. Ingram's, she found it had been postponed and the Doctor was alone with a cigar and a book in front of the fireplace in his small library. She stayed to talk over Center affairs. Dr. Ingram said his professional duties required him to resign as president and suggested that a live young man, perhaps Dr. Newman, if he were supplied with an efficient secretary, might be paid a nominal fee to conduct the Center. When Miss Cole left she had assured Dr. Ingram the Center would not be satisfied without his name and influence being connected with it. Perhaps his title could be First Honorary President.

One day in February Mrs. Rogers lunched with Miss Cole to talk over plans for the next monthly meeting. During this talk Mrs. Rogers said that she really did not know what a community center was. Miss Cole was distinctly discouraged because she had patiently conferred with Mrs. Rogers for about a year and this was the result. She decided, therefore, that what the Center needed next was to have an open discussion meeting which she would lead on the subject of the aims and program for a community center. With Miss Quinn she began sending out personal letters to each member of the Center asking them to invite their neighbors and friends to the March meeting. To one person who had repeatedly expressed interest but had never given any service she wrote, "We need *workers* as financially the Center seems to be very well established." Mrs. Rogers was asked to make follow-up calls the day before the meeting to remind members that their

presence was needed. Several other members were similarly asked to be responsible for personally inviting delinquent members. Members connected with organizations were asked especially to invite delegates. A letter was sent to Mrs. Hastings of the Hester Club urging her to be present or at least send representatives. Miss Campbell and her group were invited. Letters were sent also to the various civic organizations inviting them to "a conference upon community problems of Woodland." In some cases personal letters were sent to the president urging him to appoint representatives if he himself could not be present. Coffee and cake were to be served after the meeting.

The night was a rainy one but about forty people gathered at the Woodland library. Miss Cole was at her best. Her sincerity, vision, and eloquence brought interested questions from visitors. She scored the apparent lack of interest in community matters in Woodland saying, "Woodland is the most important section of the city in wealth and population and should lead all other districts in community work." As for the Woodland Community Center she thought it should be a clearing house for information on all subjects of interest to Woodland residents and persons visiting in or inquiring about Woodland. If local persons would coöperate, a free clinic might be established; or a community theatre might be built where children from kindergarten up could have the fun and advantages of dramatic work. A community choir might be formed with representatives from all the church choirs. An annual concert of this kind would draw people from all sections of Gretna.

Mr. Ryan, vice-president of The Terrace Association, stayed to ask Miss Cole more details about the work of the Center. The outcome was that Miss Cole invited him to become chairman of the civic committee of the Woodland Center and later spent an evening at his home talking over the purposes of the Center and of The Terrace Association, which they discovered to have many points in common. The next day she wrote him

suggesting that his association affiliate with the Woodland Center to the extent of having a representative on the Council. "Or," she said, "the Terrace might have a community center for its own neighborhood, retaining its own name but affiliating with the School Community Center Association." At any rate, she said she hoped the officers and members of The Terrace Association would join the Woodland Center individually if they were unwilling to affiliate as an organization. They answered that they were unwilling to affiliate with either the Center or the Association, since their association had been in existence for many years.

In the meantime the problem of spending the $1200 that had accumulated in the treasury was solved by the health work under Miss Quinn's direction in Pigeonville. It had been going on very well under a trained nurse who was paid. Children were weighed, measured, and given cards to fill out on which were printed the weight and height of normal children of certain ages. Each child was then supposed to put down the date and his own weight and height, the object being that he should try to achieve the ideal by proper living. On the reverse side of the card were printed health rules. Four volunteers, Mrs. Mason, Mrs. Lee, and two others, helped the nurse weigh and measure the children. Within two months they had examined three hundred. Then the principal of P. S. 11 began to object. She said in the first place a salary was being paid to the nurse when the work could just as well be done entirely by volunteers. A further objection was that the work was not well organized, too much was attempted, and it interfered with her own school work and discipline. Otherwise she approved.

Miss Quinn took the matter up with the district superintendent, who in turn talked to the principal of P. S. 11, but finding her so firmly set in her opinion he advised dropping the health work unless the Center insisted, in which case he would call a conference of all interested. The Center appealed to Mr. Douglas for his advice. He thought it too bad to drop

it after so much money had been spent, but finally decided that it would be unsuccessful if the principal objected. The Center agreed with this and the health work came to an end.

In April Miss Cole had a new idea which she thought might result in an infusion of life and spirit into the Woodland Center. She wrote Dr. Ingram: "A case has come to my attention of a refined little working girl, nineteen, living in Woodland, who is very lonesome through lack of an opportunity to meet girls of her own age and in her own walk of life. I am very anxious to get ten or twelve girls together for a girls' club to be affiliated with the Woodland Community Center. May I have your permission to go ahead with plans?" As usual Dr. Ingram was agreeable, and within a few weeks Miss Cole had a committee of Miss Quinn, Mrs. Lee, and Miss Calhoun, which was organizing a young people's social club for lonely young people of Woodland. This advertisement was inserted in the Woodland Gazette:

BOYS AND GIRLS OF WOODLAND

Come and get acquainted.
Our club meets at eight o'clock Monday evening, May 22, at the Woodland Library.

MUSIC · DANCING · EATS FREE!

Further information may be had from Miss Quinn, Field Secretary of the Woodland Community Center.

Their slogan was, "If you ever feel lonesome and in need of congenial companionship join the Woodland Get-Together Club." The idea had been extended to include both boys and girls in the same club. The first meeting was held in the library room, which was decorated prettily with rose-colored paper and spring flowers. A victrola and refreshments with get-acquainted games supplied the entertainment for about sixty boys and girls. Miss Cole thought that the Center was now getting into "its most legitimate and urgent field in Woodland." She had dreams of reaching lonely young people all over the borough through such neighborhood social clubs.

The newspapers were unusually anxious for news of the "lonely club." They published a Sunday feature story of its genesis, and Miss Cole's picture. Welfare managers of several department stores put up notices of it, at Miss Cole's request.

After three meetings, the club was organized with a city hall clerk as president, a young business man "anxious to improve himself" as vice-president, a Woodland librarian as secretary, and a typist for treasurer. These were not exactly the kind of young people Miss Cole had expected to reach, but as she told them "Everyone is lonely sometimes." They came from all parts of the city.

The library was not a particularly enjoyable place for summer meetings. Miss Cole approached the Superintendent of the Department of Parks asking permission for use of their picnic house on a certain night once a week. He answered that this was never done, but since a community organization was making the request he would make an exception and grant them a permit. Miss Cole and Miss Quinn were jubilant. Miss Cole wrote, "I think this is a splendid achievement, and ought to be a good advertisement for the Woodland Center as well as for the School Community Center Association." The Neighborhood Social Club was likewise pleased with the arrangement. They elected Miss Cole an honorary member. Many projects were proposed, among them horseback riding lessons, bowling, beach parties, classes in English, and possibly literature for the winter. Mrs. Lee, a breezy, democratic woman from the west, who had been one of the volunteers for the P. S. 11 health work, promised to act as adviser and chaperone. Prospects looked rosy for not only a pleasant social club for these people, but also for peppy young members in the Community Center.

Miss Cole left for a two months' vacation in July. A week later a Gretna newspaper published a racy account of petting parties by moonlight in the park, of girls smoking cigarettes on the park benches, and all the credit for this behavior was

given to the Get-Together Club of the Woodland Community Center. The newspapers again wrote feature stories—of a different tone from before.

Mrs. Moore had been engaged a few weeks before by the School Community Center Association as an organizer on their staff, and responsibility for Miss Cole's work was left with her. She was about to leave her office one Saturday for a week in the country when Miss Quinn, much perturbed, telephoned her about the newspaper account of the Get-Together Club. She decided to remain in town and attend the next meeting on Monday evening at the picnic house in the park. She found Mrs. Lee there, and between them they tried to keep the young people in hand. A group of boys, who had not originally belonged to the club at all, had completely stampeded it, and although with the assistance of policemen they kept things from happening which had given the newspapers material for their sensation of the week before, still Mrs. Moore saw enough to feel that the account was not entirely unjustified. She saw that the park was an absolutely impossible place for meetings of young people. She called a meeting of the executive committee of the club, though there were only three left in town. They agreed with her that the group of boys who had recently joined were responsible for the corruption of the club, and decided that meetings should be held in the library for the rest of the summer. However, the Woodland library, which has been most cooperative with the Center, had heard rumors of the Park affair, and refused to allow the club to meet in its rooms. After much persuasion from Mrs. Moore and finally a promise that Dr. Ingram would be present, permission for a business meeting was given. However, meetings in the library were entirely too tame after the club's gay fling at out of door socials. One by one the members dropped out, until only half a dozen of the older ones remained. The club disbanded in August since it had already received so much unfavorable publicity that for the good of the Center it seemed best to

leave reorganization to the fall when a new name and a new clientele could be found.

Mrs. Leonard's estrangement from the Center has been commented upon. Miss Cole felt sure if she talked the matter over with Mrs. Leonard the latter could be mollified. So in May she called upon her. Mrs. Leonard said that she was unwilling to work with the Woodland Center. In the first place, she could not quite forgive an organization that dropped her so abruptly from the office of first to second vice-president. And in the second place, she felt that Dr. Ingram unintentionally "froze" his colleagues. She said she had seen many meetings where committee chairmen came in imbued with the possibility of plans but that his caustic criticisms, reserve, and his way of not expressing appreciation of what the chairmen were trying to do made any efforts under his leadership futile. However, Mrs. Leonard, when told Mrs. James and others had suggested she head a new center in East Woodland, said she was not averse to that. She knew a number of people who would be interested in such a project. As leader of the Women's Democratic Club and of a small social club she felt sure many of her followers would be glad to join. Miss Cole left her having her promise that in the fall she would organize an East Woodland Community Center.

That year also the Taxpayers Association had proposed a merger of their organization and the Woodland Community Center, pointing out the similarity of aims. In discussing the proposition Miss Cole said that from the School Community Center Association's standpoint it was not possible for the Center to ally itself with another organization, but that it must take in its membership on a citizenship basis, retaining the name Woodland Community Center. The Taxpayers Association dropped the proposal.

This ended Miss Cole's work with the Woodland Community Center. She had not been well all winter, and two months' vacation in the summer failed to restore her strength, so she resigned in the fall from the School Community Cen-

ter Association. She had given unsparingly of herself. She had not separated her private life from her work. Sundays and holidays often found her besieged with telephone calls and visits. She was ambitious to extend the organization of community centers for which she had so much faith and emotional feeling. To Woodland especially she had given time and energy because she thought a demonstration in such a large and wealthy section of the city would attract wide attention and make extension of community work easier. Then also, there were many wealthy people there who might be expected to become contributors to the work of the School Community Center Association if they could be shown its efficacy. Why was it that the Center was not as thriving as others where she had put less effort? Was it her principles, their application, the clientele of the Center, or Woodland itself that was a fault? To the end, Miss Cole maintained that the need for a community center in Woodland was vital. "A self-centered, middle-class population, whose self-complacency limited their interest in social betterment to a want-to-do-something-for-somebody-else attitude" was to her a "rich field for community work."

The year 1922-1923 saw several changes in the Woodland Community Center. About the time Miss Cole left the Center Miss Quinn also took a position in another city. At her recommendation the duties of field secretary were handed over to Miss Briskie, her successor in the Associated Charities. Miss Briskie, a short, plump, explosive person, had lived in Woodland for twenty years, and was a devoted member of the First Dutch Church. Her attitude was one of protest: "When people can't be dragged out to their own church and club meetings, why should a community center try to disturb them?" The duties of field secretary seemed an unnecessary burden to her.

The new School Community Center Association representative, Mrs. Moore, had a different personality and technique from Miss Cole's. She had a vigor, human warmth, and poise

that made people like her at once. On the other hand, her balance and keen discernment prevented her work from having the emotional intensity which attracted many followers to Miss Cole. Furthermore, her method was to place responsibility upon the group as far and as fast as possible. Then, too, the nucleus of the Center in 1923 consisted of Dr. Ingram, Mr. Goldburg, Mr. Schultz, Mrs. Rogers and Mr. Cohen, none of whom offered much encouragement that community work would ever succeed in complacent and busy Woodland. Mr. Mason, the treasurer, made his reports promptly and in excellent form to the Board of Education. He was an ideal treasurer, but as one of the leaders in the Maple Lane Community House project previously described, he was busy, so that his attendance at the Woodland Center meetings was perfunctory. Mrs. Moore was a bit baffled.

The falling off in the limited number of active adherents was due to several causes. The East Woodland Community Center under Mrs. Leonard's leadership and Mrs. Moore's guidance was a success from the start. Mrs. James, Mr. and Mrs. Murray, and other charter members of the Woodland Center followed Mrs. Leonard. As a matter of fact, they lived in East Woodland as also did all of those—except Dr. Ingram and Mr. Goldburg—who still remained active in the Woodland Center. Other former members, such as Miss Campbell and Mrs. Mann, kept their allegiance to the Center as long as they did only because of their loyalty and admiration for Miss Cole. It will be remembered also, that Miss Cole always found it necessary personally to canvass the membership in order to assemble a meeting of any size. Mrs. Moore felt that such procedure should not be necessary, though she wrote many individuals personal letters and called upon officers of organizations.

The activities for 1923 included—Council meetings with an average attendance of six and four open meetings arranged under Mrs. Rogers' chairmanship but really directed by Mrs. Moore. One of these was an illustrated lecture on the work

of certain social organizations in the city, given by Dr. Newman who was then devoting his time to social work. Forty were present and refreshments were served. A Coal Protest meeting was held during the coal shortage. Two hundred letters were sent announcing the meeting and two thousand flyers distributed through the schools, stores and moving picture theatres. Representatives of two local civic associations and the Assistant Fuel Administrator were the speakers. Thirty people came. The meeting began an hour late because the audience drifted in so slowly. A little Scotch woman said indignantly that she had waited an hour, the meeting had not commenced, and no one had even spoken to her. "And you call this a Community Center!" she jeered. The largest meeting was a demonstration furnished by the telephone company. About six hundred people, over a third of whom were children, filled the auditorium of P. S. 9. Dr. Ingram spoke briefly of the work of the Community Center and the need for support from all concerned with the welfare of Woodland. He suggested that anyone interested might see Mrs. Rogers or Mrs. Moore (the other members of the Center present) after the meeting. The only inquiry was from a man selling a "wiry waves" contrivance for amusement parks, who thought the Center might buy one for its classes in P. S. 8.

The classes in P. S. 8 and the weekly dances in Wesley High School continued. They were sources of income and publicity but were all under paid supervisors so that the Center's chief connection with them was in collecting the revenue. Mrs. Moore handled the employment of supervisors and the granting of Board of Education permits. P. S. 8 is in East Woodland, strictly speaking, so after the organization of the East Woodland Community Center the school was no longer used by the Woodland Center as a meeting place, although the classes were still under its supervision. During 1922-23 the dances attracted weekly from two hundred to three hundred boys and girls from different parts of the city. Less than one-

third came from Woodland or its immediate environs. To prevent the dances from degenerating into the public dance hall class, a system of admittance by membership cards was instituted by the Board of Education. This winter the supervisor grew so careless in enforcing this rule that the dances became rather "wild." Mrs. Moore dropped in one evening to find a reporter and a policeman present. The former was finally induced to withhold the exposé he threatened, and a few weeks later the dances were closed for the summer. The Center was undecided about re-opening them, and the principal of Wesley High School was loud in his reiterations that they had reflected discreditably upon his school and students.

The Get-Together Club was reorganized under the name of Get-Acquainted Club. Mrs. Lee once more was adviser. A group of twenty older but unmarried people gathered together for games and refreshments bi-weekly. In December Mrs. Lee returned west. An interested leader could not be found, there was no suitable meeting place, the same games grew tiresome week after week, and in April the club broke up, rent by petty quarrels.

Mrs. Rogers was made chairman of the annual nominating committee. As Dr. Ingram had said repeatedly during the year that he intended to resign, a letter was sent, at Mrs. Moore's suggestion, asking if he would accept the presidency again. He answered, though a bit ambiguously, that he preferred not to be considered. However, when the nominating committee met in Mrs. Rogers' parlor Mr. Cohen said he really saw no need of a meeting. There was no reason to change any of the officers. So Dr. Ingram remained president. In accepting the office he said, "I was hoping you'd find someone else to be your president. I am busier now than ever. I have never had much time to give to it. If you want a figurehead, very well."

A research worker, experienced in community organization, made a detailed study of the Woodland Community Center during the year 1922-23 for the School Community

Center Association to see if it was possible to find from an analysis of the situation, the reason for the apathy which was apparent in the organization. The description of the Center up to this time, as given in the preceding sections, was written by her. At the close of her report she suggested three possible procedures for the Center.

First: amalgamation with the Woodland Boys Club and Community Center which had its own building and activities. The suggestion came from the Boys Club, probably through Mr. Lawson who was at the time a director of both the board of the Boys Club and of the School Community Center Association, as well as a member of the Woodland Center. Joint committees from the two organizations were appointed for conferences.

Second: amalgamation with the Taxpayers Association. Mr. Goldburg and Mr. Schultz, members of both organizations, neither of which was booming, thought union might be advantageous to both.

Third: the employment of a full time executive secretary who would become thoroughly acquainted with all of Woodland's organizations, and probably have an office which would be a clearing house of information for the many clubs and civic associations of the section.

The Woodland Community Center at the end of the 1922-23 season had the dilemma of having $1400 in its treasury. The Board of Education ruling entitled the Center to a maximum of $500 at a time, it being the Board's policy to insist that all money collected inside the school buildings be in constant circulation for the extension and improvement of recreational facilities. The Board of Education from time to time woke up to the fact that the Woodland Community Center was accumulating more than the maximum allowed and threatened action. It became necessary for the Center to choose one of the above alternatives.

Part III—Second Reorganization of the Woodland Community Center

The conference between the committee of the Woodland Boys Club and the Woodland Community Center was satisfactory and amalgamation seemed a possible solution of all difficulties, but Mr. Douglas felt that the few loyal members who had stood back of the movement for a number of years would not want the Woodland Center to lose its identity, nor its connection with the School Community Center Association. Amalgamation would have meant surrendering the use of the local schools to a neighborhood organization independent of the supervision of the parent organization.

On the other hand the Woodland Boys Club was cramped for space, did not have money at that time to erect a new building, and welcomed the opportunity to secure the space in the school buildings. The leadership of the Woodland Boys Club was outstanding, its patrons representing wealth and social prestige, as well as all types of religious, social and governmental groups. In fact, the president was a famous Juvenile Court Judge who believed children might be prevented from meeting him in a court room if they were afforded the right sort of leisure time activities.

Mr. Douglas was equally disinclined to see an amalgamation with the Taxpayers Association and on this point the majority of the local group were agreed with him. He, therefore, chose the third alternative as the wisest course of action, but the Center did not have sufficient money to employ a full time executive secretary. He decided to compromise by suggesting to the Council that it employ a part time executive. Consequently, he and Mrs. Moore, the member of his staff who had been giving a great deal of time and thought to the problems of the Woodland Community Center, attended a meeting of the Council sometime in September, 1923, and successfully used their influence in persuading the

Council to employ a trained social worker on part time. At this meeting a committee consisting of Dr. Newman, Mrs. Rogers and Mr. Mason, with Dr. Newman as chairman, was appointed to select the worker.

Through the efforts of Mr. Douglas, Miss Virginia Page was interested in the part time position with the Center. Miss Page had just completed two years in a school of social work. Previous to entering social work she had had considerable business and law experience in the south. During the war she had served overseas with the Army and upon her return had become affiliated with the Red Cross. Her best work had been done in putting flagging Red Cross Chapters on their feet. She had, in several instances, taken committees which had lapsed into lethargy after the stimulation of the war had passed and put them to work on the peace program of the national organization. This training was of the sort which appeared to be needed in the Woodland situation.

Before introducing Miss Page to Dr. Newman's committee, Mr. Douglas and Mrs. Moore had several interviews with her and carefully outlined the discouraging history of the Center. Miss Page carefully analyzed the study made by the research worker. Mrs. Moore in one of the interviews with Miss Page indicated that she felt that a thorough reorganization of the Center might save it. She said that it was practically dead; that all past experiments with it on the part of the School Center Association had been unsuccessful; and that probably there was no place for such an organization in Woodland. Mrs. Moore said the Association would be inclined to act upon such recommendations as Miss Page might make at the end of her attempt to reorganize and revive the Center. Mr. Douglas felt that the executive committee of the Center Council should be changed and new blood injected into the group of conservative people comprising the leadership of the Center. Mr. Douglas approved suggestions made by Miss Page that athletic and other recreation groups using Center facilities should be represented on the Council of the Center and that representa-

tives of parent teachers associations and mothers clubs should be invited to take responsibility for chaperoning school dances so that in the future the dances might be guarded from any unfavorable publicity. Both Mr. Douglas and Mrs. Moore promised Miss Page a free rein in reorganizing the project should she be accepted by the committee.

On November 8th, Miss Page accompanied Mrs. Moore to the office of Dr. Newman, vice-president of the Woodland Center and secretary of a national religious organization. Dr. Newman impressed Miss Page as being a very serious sort of person, lacking in enthusiasm and responsiveness. She was not drawn to him personally and felt it might be hard for others to be inspired by him. His ideas about the Center and its reorganization were very vague. His chief concern was to plant Christmas trees in all the school yards at Christmas. Miss Page told him she had made a study of the history of the Center and of the present state of its affairs and suggested the evident need for new personnel on the executive committee, a plan for making the athletic and recreation groups an integral part of the Center, and a plan for reopening the dances under proper chaperonage. Dr. Newman assured her that the entire executive committee would be willing at any time to withdraw in favor of new leaders and agreed that the Center would not require Miss Page to plan any public meetings during the early part of her employment but would permit her to devote her time for at least the first two months to making a slate of new officers and council members and to working out plans by which the various groups applying for the use of the schools in Woodland could be tied up more closely with and sponsored by the Center. Dr. Newman promised to notify Miss Page the following day of the action of his committee which was to decide definitely that night about her appointment.

Six days later Miss Page was notified of her appointment and was referred by Dr. Newman to Mrs. Rogers, second vice-president of the Center, for instructions. In the meantime,

Miss Page had learned from members of the Association staff that Mrs. Rogers was the chief opponent to the introduction of any new blood to the Center directorate, and that the delay in notifying her of her appointment had been caused by Mrs. Rogers who preferred to see a man obtain the job. She had also learned that Mrs. Rogers had made plans for an exhibition by a chalk artist at the next meeting of the Council the middle of the following week, and was expecting her to work up a large attendance for this meeting. Miss Page felt that it would be impossible for her as a stranger to work up a successful public meeting in less than a week's time. She had carefully reviewed the history of the Center and knew that with few exceptions most of its gatherings had been unsuccessful. Therefore it seemed to her bad psychology for a new organizer to undertake such a venture without sufficient time for adequate preparation; if the meeting should be a failure she feared she would be blamed for it. Then, too, she wanted to lose no time in beginning the reorganization, for the committee that had employed her had put her on three months probation agreeing to reëmploy her if she showed promising results within that time. Mrs. Moore agreed with Miss Page that failure to get together a sufficiently large audience might cause unfavorable reactions but warned Miss Page that she would have difficulty with Mrs. Rogers if she opposed her.

Miss Page went to her first interview with Mrs. Rogers anticipating a difficult time. She knew that objection to Mrs. Rogers' plans might serve to intensify the attitude of opposition Mrs. Rogers had already assumed. Miss Page met Mrs. Rogers in the children's department of the library where there was an interesting display of children's art work on exhibition. Mrs. Rogers appeared to Miss Page as a quiet, attractive little woman who seemed to be either very timid or very reserved. Miss Page discussed various pictures in the exhibit with Mrs. Rogers and waited for her to open the interview. Mrs. Rogers, however, failed to take the initiative and finally

Miss Page mentioned a previous interview with Dr. Newman in which she had been referred to Mrs. Rogers to discuss plans for the next monthly meeting of the Council. Mrs. Rogers then instructed Miss Page to begin work by getting together enough people to fill the Wesley High School library for the chalk artist exhibition. She remarked that she thought Dr. Ingram was very much discouraged at having such small groups of people present at meetings. Miss Page asked Mrs. Rogers to postpone the chalk artist feature and let the next meeting be devoted entirely to business, expressing doubt as to whether she could succeed as a stranger in a strange community in getting together a sufficiently large gathering on such short notice. Mrs. Rogers objected on the ground that the Council business meetings were too poorly attended and said that some feature was necessary to get people to come. She assured Miss Page that the early part of the meeting would be devoted to the business of discussing plans for the reorganization of the Center. Miss Page thought it would be rather difficult to have people coming in for the chalk artist exhibition during the business session, as it would be necessary for the Council members to get up to greet each one. Miss Page remembered the story about the little Scotch woman who attended the Coal Shortage forum and intended to see to it that in future everyone who came to a Center gathering was cordially welcomed. She asked Mrs. Rogers if it would be possible to have a business meeting a day or two before or a day or two after the meeting. Mrs. Rogers said it would be impossible to have a business meeting in addition to the regular monthly meeting as all the men on the Council were busy and reserved the one night monthly for the meetings. Miss Page and Mrs. Rogers discussed the failure of past meetings and Mrs. Rogers expressed the opinion that they had not been able to get people to attend the Center affairs because people in Woodland had so much else to do that they were not interested in attending the type of affairs given by the Center. She said the Center had had organizers before and they had

never been able to do anything with the Center. Miss Page suggested sponsoring and developing the athletic groups and the dances but Mrs. Rogers said she had not thought much about the younger people; that she was more interested in bringing in adults and she said she thought the Center would be a going concern if one hundred adults could be interested in it. Mrs. Rogers and Miss Page separated with the understanding that Miss Page should get in touch with Dr. Newman about postponing the chalk artist exhibition; if he approved the postponement, Mrs. Rogers agreed that she would arrange to cancel it. If on the other hand the Council wished the exhibition to take place at the next meeting, it was understood that Miss Page would help Mrs. Rogers with the meeting, but Miss Page refused to accept responsibility for its success or failure. When Miss Page later got in touch with Dr. Newman he at once agreed that it seemed wise to postpone the event so that the Council could devote its entire business meeting to the plans of reorganization.

Two days later Miss Page had her first meeting with Dr. Ingram. She found him to be rather a stocky man of medium height and about forty-five years of age, with a gruff manner which also hinted of a certain set in his ways. He reviewed the history of the Center and expressed cautious opinions of various members of the Council. Dr. Newman, he said, was a busy man whose influence was worth having. Mrs. Rogers he felt to be coöperative but very timid. Miss Page told him about her interview with Mrs. Rogers and it developed that he had received excited telephone calls from Mrs. Moore and Mrs. Rogers about the postponement of the chalk artist feature; Mrs. Rogers had been upset by Miss Page's refusal to accept responsibility for the meeting while Mrs. Moore had championed Miss Page. The doctor felt the meeting should have taken place as planned but waved the incident aside as not worth worrying about. Miss Page suggested the possibility of getting a number of wealthy people on the Council in an honorary capacity and of developing an active committee of

real workers. Dr. Ingram said it was her job to get the money and the people and the Council wouldn't care how she did it. He told her she would be free to do anything she wanted to except to spend money. He mentioned the fact that the Center was taking too much of his time and said he thought some woman with plenty of time to devote to its development ought to be its president.

A few days after the interview with Dr. Ingram, Mr. Douglas discussed with Miss Page the postponed chalk artist exhibition. He told Miss Page he thought she might have gone ahead with the meeting because the Woodland Center meetings were such "harmless affairs." To this Miss Page replied that she thought that was what had been the matter with past meetings,—that they had all been "such harmless affairs." He replied that probably the little tiff with Mrs. Rogers right in the beginning might prove a healthy thing for the committee and might show them that they could not go ahead along the old lines in the happy-go-lucky way that they had employed in the past. He said he had discussed the matter with Dr. Newman who thought Mrs. Rogers' good will could be reëstablished.

Later on the same day Miss Page talked with Mrs. Moore over the telephone. She learned that the School Community Center Association wished to receive applications for the use of school buildings in Woodland direct, not having them routed through the Woodland Community Center and to grant these applications from the headquarters of the Association without first obtaining the approval of the Center Council. Miss Page asked Mrs. Moore whether the School Community Center Association would be willing to let the Woodland Community Center handle its own groups in future in view of the fact that it now had an executive secretary. Mrs. Moore replied, "We certainly will not." When Miss Page asked for her reasons she did not give any convincing ones. Miss Page explained that she felt that the Center was losing its valuable contact with the groups and that the groups were naturally

not feeling in any way responsible to the Center as the best contact between the groups and the Center was being lost. Mrs. Moore then promised to have applications routed through Miss Page so that there might in future be at least an appearance of some contact with the Center and she made an appointment for a personal interview for the purpose of discussing in further detail with Miss Page the relationship of the School Community Center Association to the Woodland Community Center and to the Board of Education.

On Monday the 19th of November Miss Page wrote personal letters to each of the Council with the result that the regular monthly meeting on Wednesday evening was attended by every officer and by two of the six active Council members. Of this meeting Miss Page wrote:

"As I looked over the members of my working group I confess that a feeling of very great discouragement overcame me. The majority are past middle age, and a more serious looking group I never saw. Dr. Ingram slouched down in his chair, screwed his face into an ominous frown, and conducted the meeting without once smiling. These people may be representative of Woodland but I very much doubt it.

"The committee which had employed me reported in detail about my salary, the time I had agreed to give, and the money that might be necessary for additional expenses, and in my presence the actions of the committee were approved. Dr. Ingram then asked me to make suggestions about the reorganization of the Center and to outline any tentative plans I might have drawn up.

"I reported that there were eight schools available for the use of the Center. The committee was surprised and interested to learn that eleven athletic groups had applied for space this fall and that ten of these groups had already been housed. I asked to be permitted to interview the leader of each athletic group, with the idea of having each group elect one member to a committee on athletics to function as part of the Center,—this committee when formed to elect one member to the Center Council. The suggestion met with enthusiasm and Mr. Schultz suggested that one of the Council members be made chairman of this group. This I opposed, explaining that the athletic groups would probably want to act on their own initiative, electing their own chairman and representatives to the

Council; I proposed as an alternative that the Center should appoint a committee on athletics to sponsor the activities of the younger group. This suggestion was accepted although some of the members of the Council felt that the younger people would not understand the functions of the Center and probably should have a chairman from the older group until they were able to act alone.

"While discussing the athletic groups, I asked the Council how these groups tied up with the Center. I wanted to see whether they had ever given any thought to the fact that the groups had no actual contact with the Center. Dr. Ingram replied that theoretically the groups were supposed to be tied up with the Center but that all applications for admission to the Center had gone directly to the School Community Center Association in the past and that permits had been granted to the groups by the Association. Thus was brought about a discussion with reference to losing this valuable contact with the groups. Dr. Newman said he thought it might be arranged to have the applications come through the Center in future.

"There was no question about the interest of the people present but I cannot help feeling that mixing that old group with the peppy sort of people the athletic groups will probably contain is going to be a trying experiment and I will admit that I don't feel very hopeful about this reorganization job."

A plan proposed by Dr. Newman for offering a Christmas tree to each school and asking the school children and the church choirs to sing carols around the trees was adopted at this meeting. The reopening of the dances was discussed and it was voted that they should not be reopened until after the first of the year. Miss Page proposed that members of the Council chaperone the dances and that the parents of the young people using the Center be drafted also for this purpose. The unfavorable publicity given the Center dances by the newspapers was mentioned and the members of the Council with shocked expressions on their faces discussed modern methods of dancing and felt that the Center should not sponsor any dance where things were likely to be rowdy.

Mrs. Rogers was authorized to complete arrangements for her chalk artist meeting to be held the following month. When this matter was brought up, Mrs. Rogers, who had maintained a stubborn mien during most of the evening, tried to be dis-

agreeable about the postponement of the entertainment she had planned, but the men ignored her remarks by changing the subject. Miss Page, bound by the terms of her agreement to show results in three months, was not in accord with Mrs. Rogers' plan, for she realized it would take an entire month's efforts to bring out a good crowd for the event, but she decided it was best to protest no further but to put the event over as best she could.

A few evenings later at the annual dinner meeting of the School Community Center Association, Miss Page was surprised to find how jovial and affable some of the members of the Council, including Dr. Ingram, could be on occasion. Mrs. Rogers took the initiative in selecting a seat next to Miss Page and chatted amiably all the evening.

The day after the first meeting with the Council Mrs. Moore of the School Community Center Association gave Miss Page the promised interview for the discussion of relationships. She told Miss Page that the School Community Center Association was unwilling to release the athletic groups to the Center; she said she personally would be most unwilling to lose the close contacts she had with the boys, who came to her for permits and all sorts of things. She did agree, however, to write a letter to the leader of each group telling them that Miss Page would call upon them at some future date and she invited Miss Page to attend a field meet at the Association headquarters at which representatives from all the Centers would be present.

Miss Page spent the following week making a survey of the schools to discover which ones would avail themselves of the Center's offer to place a lighted tree in each school yard. On the 28th of November Miss Page telephoned Mrs. Rogers reporting that all except one of the schools had enthusiastically accepted the offer of the tree. Mrs. Rogers was much pleased. Miss Page took this opportunity to discuss with Mrs. Rogers plans for the next monthly meeting at which it had been agreed the chalk artist exhibition should take place.

Two days later Mrs. Moore wrote Miss Page that she had talked over with Mr. Douglas their recent conference about the athletic groups and that they were willing to turn the responsibility for monthly reports about attendances and damages, and the running of the groups in the schools completely over to the Center. Mrs. Moore told Miss Page that she in turn must be responsible for seeing that all reports reached the Board of Education promptly. Later Mrs. Moore sent Miss Page a list of all the athletic groups and the nights on which they used the different schools. In return Miss Page agreed to report fully on everything she did to the School Community Center Association once a month in writing. Mrs. Moore at once wrote the leaders of the groups introducing Miss Page as the new executive secretary, and telling them of the plan to form a strong local athletic committee in Woodland.

The early part of December Miss Page communicated with Dr. Newman asking him to use his influence as a minister to get the choirs or Sunday School groups of some of the churches in Woodland to arrange to sing carols around the Christmas trees on Christmas eve. In her diary Miss Page recorded this sentiment about the Christmas trees:

"I think the Christmas tree idea is a very beautiful one but am anxious to get all plans for the December meeting and the Christmas trees off my mind so that I can get down to fundamental things in reorganizing the Center. It is going to take a lot of effort to persuade the executive committee not to attempt to hold any more of these deadly monthly meetings until they have real things to discuss."

Mr. Douglas was in sympathy with Miss Page's ideas about the monthly meetings and arranged for her to meet Mrs. Drew, President of the School Community Center Association Board. She was a personal friend of Dr. Ingram and offered to influence him to "put his foot down" on any more of the monthly meetings so that Miss Page could have absolute

freedom in making plans, even if it meant no further meetings for several months.

On December 6th, Miss Page accepted an invitation to lunch with Dr. Ingram at his home. He suggested that they meet for lunch every Thursday to discuss the progress of affairs. Part of this interview as given in Miss Page's diary is recorded here:

"We felt, in view of the fact that there are so many initial personal contacts to be made with the athletic groups, that it would not be wise for me to spend my time interviewing the people on the old membership list. We agreed therefore that I should get out a printed or mimeographed notice announcing the monthly meeting for December 19th. I told Dr. Ingram that I planned to send with this notice a stamped envelope and a questionnaire. This questionnaire will be drawn up in an effort to discover how much of the present membership list is dead timber. This list contains one hundred and eighty-seven names, but it is three years old, and only three of the members listed thereon are paid up. I had an opportunity to impress upon Dr. Ingram quite forcibly that I did not expect to be responsible for or help to plan any more monthly entertainments. He agreed with me that it was perfectly hopeless to expect people to come out to hear second rate talkers or to see mediocre performances. I think we will be able to get this across at the next executive committee meeting. When we do have the next entertainment I hope it will be a really live affair. I plan to invite all the athletic groups to attend the chalk artist demonstration and we may get a few of the younger boys out. Miss Campbell thinks that perhaps some members of her group will be interested in coming and several other people have expressed their willingness to attend the meeting."

During the next two weeks several significant things happened. A number of new athletic groups applied for the use of the Center and Miss Page sought additional space in the public schools in the districts. The space assigned to the School Community Center Association had been filled and to get more space it was necessary to discover whether there were any evenings open in any of the schools and, if so, to obtain the approval of the principals of these schools of applications for the vacancies. As the Association had not been using Wes-

ley High School since the dances there had been closed Miss Page visited this school first. She found that the gymnasium was not being used in the evening by any groups and that it might be possible to obtain a permit for the use of it for five nights a week. The custodian who gave her this information referred her to the principal, Dr. Milton. When Miss Page presented her request, Dr. Milton replied explosively: "Well, you know, I don't believe in this Center anyway. I am absolutely opposed to it. It is all wrong; it is an expression of the School Community Center Association in Woodland and I have not any particular sympathy with their way of handling things." Miss Page smiled and told him that she did not believe in the Center either. "Do you really mean that?" asked Dr. Milton, and when Miss Page assured him she did, he said, "Well, if you really mean you don't believe in this Center then I will talk to you."

For over an hour he described the trouble he had had about the dances conducted by the Association in his school. He said that these dances had in his opinion been disreputable. He related a number of things that had happened in and around the school to support his feeling, and mentioned the unfavorable criticisms and racy stories published by the local papers. He said even the policeman on the beat had complained to him about the conduct of the dancers. He had refused to allow his students to go near the dances after the senior students had on their own initiative made an investigation of them, submitting an unfavorable report. Remarks came to him too from passers-by and from people on the street cars to the effect that they would not allow their children to attend a school where such conditions were allowed in the evening. Dr. Milton said he had had to start some publicity to counteract the unfavorable publicity given to his school and had tried to convince the newspapers that the affairs being criticized by them were conducted by the School Community Center Association for the public and that none of "his children" were attending them.

Dr. Milton complained that the Association had not shown any desire in the past to coöperate with him and said that Miss Page was the first employee from the Association who had ever visited him to discuss the matter. He told Miss Page that when the Association had made application for the reopening of the dances at the beginning of the season he had refused to grant the application, writing over his signature, "I strongly disapprove of the conduct of these dances at my school." In spite of this fact, the Association had obtained a permit "over his head" but he made such a "kick" about it that the Board of Education held up the dances.

Dr. Milton claimed that when he was fighting the unfavorable publicity occasioned by the dances the year before, Mr. Douglas instead of talking the thing out with him personally, had made a public talk in one of the churches on the need for these dances and the use of the schools for them. He felt that the Association was sincere in what it was trying to do but he felt that it went about things in the wrong way.

Miss Page discussed with Dr. Milton her plan for getting a new group of chaperones for the dances and promised not to make any attempt to reopen them until she was sure they could be conducted under the proper chaperonage. She offered to submit to him a list of the chaperones and her plan for controlling the behavior of the dancers. He seemed to appreciate this and said that if such a plan could be worked out he would have no objections to having his school used again for dances. He then agreed to approve the application of the Center for the use of all the free evenings available at the time.

At this point the interview was interrupted and Dr. Milton had to leave his office to give instructions to some electrical engineers. He promised to return and asked Miss Page to remain and try to persuade a young student of fourteen years of age to stay in school instead of applying to him for a work permit. Miss Page undertook this job for him and talked to

the child until he returned. At the close of the interview with Dr. Milton, Miss Page made him promise to "jump on her" when anything went wrong with any of the Center's athletic group affairs or with the dances and she suggested that he become a member of the Center's advisory committee.

On December 8th Miss Page drafted the following letter to be mailed to the one hundred and eighty-seven persons whose names appeared on the membership list:

"We are most anxious to have you continue your membership in our Center. We do not, however, believe in carrying on our membership list the names of those who are no longer interested. Let us tell you a few of the things we are doing.

"On November 15th the executive committee employed Miss Virginia Page as part time executive secretary to reorganize the Center.

"On December 19th at the regular monthly meeting Miss Page will outline her plan of development and ask for a discussion.

"The Center is carrying out a very beautiful plan to express its Christmas good will to Woodland. In seven school yards at the following points lighted Christmas trees will burn throughout the holidays. In each locality school children, churches, or civic leagues will sing carols around the trees. The service to be conducted by the Terrace Association promises to be of particular beauty. (Here were listed the names and addresses of the seven schools.)

"More than 11,000 school children will enjoy these trees besides the thousands who will see them in passing to and fro.

"The Center is also sponsoring the activities of twelve groups of young boys between fourteen and twenty-two years of age. About four hundred boys are in this way enabled to use the school buildings in the evenings, and many of these boys would otherwise not have healthy normal recreation.

"These boys are electing one member from each group to serve on the Community Center Athletics Committee and soon will have an athletic council which will arrange for match games between different groups within the Center as well as inter-center games.

"Two women's athletic groups are also under the supervision of the Center, enjoying basket ball and swimming in the evenings.

"Another group is developing its musical talent and has asked the executive secretary to find a musical director.

"The Center plans to develop an orchestra, to give regular dances,

and to call meetings for discussions on civic improvement questions as the need arises.

"There are four classes of membership in the Center as follows:

Regular	$ 1.00
Contributing	5.00
Sustaining	10.00
Supporting	25.00 or more

"Organizations joining the Center will be asked to take out not less than a $5 membership and in addition to the privileges of the Center, the executive secretary will take responsibility for procuring permits, for the use of auditoriums, gymnasiums, and lecture rooms, in the public schools for them.

"Strike out one paragraph, detach, and return.

(1) I am interested in the Woodland Community Center and desire to continue my membership. I enclose $..... for 1925 membership dues.

(2) Please remove my name from your membership roll.

(3) *For new members.* I desire to join the Center and enclose $..... for 1925 dues.

*Name.....
Address.....
Telephone number.....

*Make checks payable to
Treasurer, Woodland Community Center."

On the 11th of December, Miss Page submitted this letter and a brief letter of invitation to the chalk artist event to Mrs. Rogers, who was much disappointed with both. Mrs. Rogers said she had in mind a handsome folded invitation in old English with the names of the officers printed thereon. Miss Page suggested that the form of invitation be allowed to remain as it was because of the expense attached to the printing of the type of invitation Mrs. Rogers had in mind and also for the reason that the letter had to go to the printer that day if it was to reach the members in time for the meeting. It developed that Mrs. Rogers had prepared a copy of the type of invitation she wished and had sent it to Miss Page

through Mrs. Moore of the Association. Mrs. Moore had lost the copy and Miss Page was not aware that Mrs. Rogers had her heart set on any particular kind of invitation. Miss Page asked for criticisms of the letter she had prepared and Mrs. Rogers objected to any mention of a discussion of business plans at the end of the meeting. Miss Page's argument that a number of people were interested in the reorganization plans was futile. Mrs. Rogers felt that the letter should contain a lengthy paragraph describing the chalk artist's past history with special reference to his service abroad in entertaining the troops with his drawing. Miss Page had the membership appeal letter printed separately and in addition the special letter about the chalk artist feature but she did not prepare the handsome type of invitation desired by Mrs. Rogers. On the 14th Miss Page mailed two hundred invitations to the chalk artist affair and on the 16th followed the invitation with the above appeal letter.

When Miss Campbell's group received the invitation to the meeting, Miss Campbell telephoned Miss Page that she had not been very cordially received in the past by the Woodland Center officials. She referred particularly to the attitudes of Mr. Schultz and Mrs. Rogers. She said Mrs. Rogers had been a bit chilly; she felt that Mrs. Rogers did not approve of her group and did not care to have the group linked up with the Center Council. Miss Page persuaded Miss Campbell to attend the next meeting, bringing with her any members of her group who cared to come.

Several days before the meeting Mr. Cohen telephoned Miss Page to ask whether she had arranged to give the meeting publicity through the papers. He also suggested posting notices of the meeting on the school and library bulletin boards. Miss Page told Mr. Cohen she had not made any plans for publicity aside from the invitations as she thought Mr. Schultz was in charge of publicity for the Center. Mr. Cohen agreed that he was but said Mr. Schultz was too busy to look after it. Nevertheless Miss Page telephoned to Mr.

Schultz, who agreed quite cordially to attend to the newspaper and bulletin board publicity.

Prior to the December monthly meeting many details had to be arranged in connection with the school Christmas trees and Miss Page distributed responsibility for the success of the trees among the Council members, putting one in charge of the painting of the signs to be placed below each tree, two in charge of arranging the carol services for the trees, one in charge of the buying and delivery of the trees, and another in charge of the lighting facilities which were furnished free by the Board of Education and the local Gas Company.

During the period between Mrs. Moore's agreement to permit Miss Page to handle the athletic groups and the second monthly meeting of the Council Mrs. Moore on three or four occasions made direct contacts with the athletic groups and with Center officials. Therefore, on December 17th Miss Page arranged another conference with Mr. Douglas and showed him the letters Mrs. Moore had written to the groups. Mr. Douglas expressed surprise that Mrs. Moore was continuing to handle matters with the groups and promised Miss Page that he would arrange matters so that no future contacts by phone or letter would be made with the Center officials or the groups operating in the Center by any member of the Association staff but that all such contacts would be handled through Miss Page. Miss Page also asked Mr. Douglas if he and members of his staff would for a while stop attending the monthly meetings of the Center until she had a chance to know her Council. Miss Page felt that there would be a divided sense of authority so long as both Association staff members and the new executive secretary tried to make plans jointly at the monthly business meetings. Mr. Douglas appreciated Miss Page's feeling about this and promised to have his staff remain away from meetings unless invited by the executive secretary.

At this conference Mr. Douglas and Miss Page discussed the possibility of the Woodland Community Center eventually

becoming independent of the School Community Center Association and Mr. Douglas indicated that he would be willing to have this happen. Miss Page told Mr. Douglas that it was one of her objectives to try to make the Center independent of the Association except in the matter of contributing support to the Association and consulting with it on all problems. Mr. Douglas said he would like to see this happen eventually to all the Centers organized by the Association. At this time Miss Page told Mr. Douglas about her interview with Dr. Milton and Mr. Douglas promised to call on Dr. Milton and straighten things out.

At the meeting of the Center on December 19th the chalk artist entertained a total audience of sixteen. He was a miserable failure and most of the sixteen in the audience were frankly bored. Afterwards a business meeting was held and it was decided that only members of the executive committee should be invited to the January meeting, that the February meeting should be in the nature of a reception for the boys' athletic groups, and that the March meeting should be an annual meeting for the election of officers. There were several reporters at the meeting and they secured a good deal of material for stories. The Christmas tree idea especially furnished a feature story for the papers. Dr. Newman rushed in for ten minutes. He was in evening dress and off to another gathering. He made an enthusiastic speech in which he said that the Christmas tree idea was the greatest one the Center had ever tried to put across and that the school people were particularly interested. He then rushed over and shook hands with Dr. Ingram; next he rushed to Miss Page and congratulated her; then he rushed past the reporters giving them his name as he departed. While this cyclone was going on no one else spoke. After Dr. Newman's departure, Mr. Schultz arose and made a speech saying that "as the lights of the Christmas trees cast their gleams afar, a message would probably be taken to many people that thus the Woodland Community Center would cast its influence afar for the pleas-

ure of the people in the district." Dr. Ingram then made a talk in which he said that he felt that the Center was really on its way to progress.

Miss Page cheerfully told the Council members that there was no need to be discouraged because their monthly meetings of members were small. She explained that few organizations had been successful in bringing out their members once a month. She stressed the activities of the various athletic groups, describing a party given by Miss Campbell's group the previous Monday night at which seventy-two people had been present. Miss Page successfully persuaded the group not to try to stage any more entertainments until her reorganization plans had been carried out.

During the month of January, 1924, Miss Page began a series of interviews with community leaders. The purpose of these contacts was three-fold; to create an interest in the Center, to size up the opinion which the community had of the Center, and to seek for new material for active participation in the Center.

With the help of Dr. Ingram, Miss Page secured an interview with Mrs. Drew, a prominent social and political leader of the city and the president of the Association of School Community Centers. Mrs. Drew looked over the membership list of the Woodland Center and pronounced it far from representative. She felt that the leadership of the Center must be changed but thought changes would have to be made very slowly and tactfully as the old leaders had been faithful for a number of years. She prophesied that it would be practically impossible to make the changes without hurting their feelings. Dr. Ingram she considered a fine and loyal person, but not well adapted to leadership in community center work. She thought she might persuade him to give up the presidency of the Woodland Center by asking him to undertake some work for her on one of the committees of the Association. Miss Page's chief purpose in calling on Mrs. Drew had been to get help in enlisting patronesses for the dances. Mrs. Drew

suggested the names of six prominent women in Woodland and agreed to send a letter to each of them opening the way for Miss Page to call on them. About two weeks later Miss Page followed up these letters with personal interviews.

The first of these interviews was with Mrs. Perkins. She impressed Miss Page as being an aristocratic and rather a frail person. Miss Page did not think she could be easily moved to enthusiasm; she listened rather coldly to the description of the Center activities, showing not the slightest interest. Mrs. Perkins felt that she could not be of much assistance to Miss Page as she had lived in Woodland "only twenty-two years," and during that time had become connected with but two local groups. She attended a church outside of Woodland and sent her children to a private school. She did, however, refer Miss Page to four local leaders, three of whose names had already been given to Miss Page by Mrs. Drew. With the fourth person, her most intimate friend, a descendant of one of the old Dutch families, she arranged an interview for Miss Page. Mrs. Perkins refused, however, to act as a patroness because the members of the Woodland Center Council were not representative people, not even their names being known to her; and because she felt that the Center was duplicating the work of the Woodland Boys Club of which she was a patroness. She showed Miss Page a list of the patrons and patronesses of the Boys Club and Miss Page admitted that it contained the names of most of the leaders she desired to have back of the Center.

The second of these interviews was with Mrs. Abbott, President of the League of Women Voters of Woodland, a forceful leader and a former member of the Center. Mrs. Abbott said she did not approve of the Center and for that reason had not renewed her membership dues. She became interested when Miss Page spoke of her work with the boys' athletic groups of which she had heard nothing. Mrs. Abbott knew most of the officers of the Center slightly as she had been associated with them in the Woodland Taxpayers Association

and the Chamber of Commerce. She said that the Center executive committee lacked vision and could not understand the reason for all the interviewing Miss Page had been doing. Both Mrs. Rogers and Mr. Schultz had complained to her of the way in which Miss Page had been wasting her time by calling on local people.

Mrs. Abbott agreed to serve on the nominating committee for the next annual election if asked and as a patroness for the dances, gave Miss Page a list of fourteen women to interview, and agreed to write a personal letter to several of them.

After interviewing Mrs. Abbott, Miss Page called on Mrs. Julian Martin, a member of the board of directors of the School Community Center Association, who also agreed to act as a patroness, and to write a number of letters to personal friends asking them to serve. She suggested that the dances be taken off the pay basis and run by the boys' athletic groups and their friends, each club being allowed to give dances when it wished. Mrs. Martin knew Dr. Ingram well, and expressed a conviction that the leadership of the Woodland Center must be changed.

When Dr. Newman and his wife were asked to serve as chaperones for the dances, Dr. Newman refused, expressing the hope that Miss Page would understand why it was unwise for either his own name or that of his wife to appear on the list.

During January six of the people on the old membership list replied to Miss Page's appeal letter by sending in renewals. Five of these people renewed their $1.00 memberships and the sixth person increased his membership fee to $5.00.

On the 4th of January Mrs. Moore had telephoned Miss Page reminding her that Dr. Ingram should appoint the nominating committee as early as possible. On the 23rd of the month Miss Page telephoned Mrs. Moore and consulted her about the three people she proposed to ask Dr. Ingram to appoint and Mrs. Moore thought the committee a suitable

one. Miss Page then suggested to Dr. Ingram that he appoint a nominating committee consisting of Mr. Lawson, Mrs. Mann, and Mrs. Abbott. At the time there were only fifteen paid up members in the Center. Mr. Lawson was the only one of those included on the nominating committee. He was one of the two active council members who attended the first meeting after Miss Page's appointment. Dr. Ingram protested that these individuals had not been recently active in the work of the Center. Miss Page felt that since there were so few who could be legally called upon to work out the plans of reorganization it would be better to use competent people who might not be active members of the Center. Although Dr. Ingram had at various times indicated to Miss Page that if the Center became a going concern he would be glad to continue at the head of it, he acted upon her suggestion and appointed the nominating committee suggested by her.

By the middle of January there had been such an increase in the number of athletic groups applying for admission to the Center that it was necessary to look for more space in the schools. About this time Miss Page was asked by a school of social work to undertake the field work training of two students and as a first assignment she had them make a study of the facilities of all the schools. These students were instructed to make friendly contacts with the principals and custodians, explaining to them the reorganization of the Woodland Community Center and the extension of its activities; to record the reactions and attitudes of these people to the work of the Woodland Community Center and to the Association; to ask the principals whether there was any need for dances or the promotion of mothers clubs and parent teachers associations; to secure from the custodians schedules of all the groups using the schools; to attempt to get the names, addresses and telephone numbers of the directors of each of these groups; to find out what nights were vacant and whether the principals would be willing to approve the Woodland Center applications for permits for the use of

those nights; to ask the principals for suggestions regarding new activities needed by the neighborhoods and to obtain suggestions as to neighborhood people who might act as chaperones or who might be interested in becoming members of the Center. The students were also to list and describe all existing facilities such as: number of gymnasiums, swimming pools, rooms available for dances, libraries, class rooms available for business or social meetings of clubs, auditoriums, kitchen facilities, and rooms having pianos that might be used for orchestra or music groups. The students successfully made this study collecting much valuable data. In a number of instances the custodians were unable to give complete information about vacancies. Miss Page reported this situation to Mrs. Moore of the Association who authorized her to take the matter up directly with the Board of Education.

By the last of January Miss Page felt that the time was ripe to get the athletic groups together. One of the students had been assigned the task of calling a meeting of representatives of all the groups. Miss Page had obtained Dr. Ingram's consent to have the meeting of the boys take place in his comfortable den and had arranged for the serving of refreshments.

When Miss Page reached Dr. Ingram's home a short time before the meeting that evening she found Dr. Ingram had become nervous for fear there would not be enough chairs in the house to seat the boys. He therefore had procured some brand new chairs of the type that are tacked three together. These had been arranged in rows one behind the other. Miss Page's idea in having the meeting at Dr. Ingram's home had been to procure an informal atmosphere. Miss Page and her student assistant tried without being too obvious about it to arrange the seats so that the boys might lose the feeling that they were sitting in a row, but the three to a group effect could not be eliminated as the chairs would not come apart.

As the time for the arrival of the boys grew nearer, Dr. Ingram became increasingly nervous. He had been accustomed

to preparing for meetings to which few people had come. He paced the floor, rubbing his hands together and wondering out loud whether the boys would come. A few minutes later to his immense relief they began to arrive. He received them and asked them to take off their wraps but made no attempt to learn their names or introduce them. Miss Page and her student broke the effect of this gruff reception by introducing themselves to the boys and asking them from which groups they came. Miss Page had been a little nervous herself about the effect of bringing together the representatives of groups who probably would not be in the least congenial. She found that the ice was easily broken after the meeting began by first asking each boy his own name and the name of his club. The boys began to feel at ease as each described his club, its purpose, number of members, the nights on which it met in the schools, and in compliance with a suggestion from Miss Page to voice any complaints or suggestions about the space and equipment assigned the club for use.

At this time there were seventeen groups using the schools. These were all groups of adolescent boys except one which was made up of young business women. Twenty-one were present at this initial meeting representing nine groups. After the introductions of representatives, Miss Page discussed the relationships between the Board of Education and the School Community Center Association, and then the relationship between the Association and the Woodland Community Center.

Miss Page then proposed the formation of an athletic council. Most of the boys were strangers to one another but they were anxious to have the various groups in Woodland brought together so they unanimously voted to form such a Council, decided upon a second meeting two weeks later and appointed an organization committee with an able young chap as chairman to work with the student organizer Miss Page had assigned to the job. The boys suggested that Miss Page try to obtain for this meeting the use of the Republican Club. Dr.

Ingram, an interested spectator, volunteered to procure the Club for the boys.

Miss Page frankly talked over the dance situation with the boys, explaining why it had been necessary to discontinue the dances. The boys offered many valuable suggestions and promised to appoint a dance committee to help her eliminate rowdiness when the dances should be reopened.

Several times Dr. Ingram almost brought the meeting to grief. In the midst of one enthusiastic discussion, he began a lecture on citizenship, explaining to the boys that the Community Center was interested in them but that they were the future citizens of Woodland and should recognize their responsibilities. At another inopportune time the Doctor began a discussion of membership and told the boys the Center would not have enough money to finance the activities unless they all became members. When the reopening of the dances had been discussed, Dr. Ingram solemnly removed the long cigar he had been smoking all evening and told the boys, if they behaved themselves well and had the proper sort of dances, the Center might later employ a dancing teacher to teach them graceful steps. He explained that dancing was an art. The boys regarded the bachelor doctor with amused expressions on their faces but there was a stony silence every time he opened his mouth.

Throughout the meeting Dr. Ingram was nervous about the refreshments. Every time there was a lull in the discussion he would rush back into the dining room and look at Miss Page questioningly over the tops of the heads of the boys. Finally when she smiled back at him he began the work of serving the boys. He had ice cream and cake and he carefully served each plate himself. When he appeared with the first two the boys at once realized the situation and pitched in, rushing back to the dining room to help him.

The boys kept Miss Page until midnight asking questions and making all manner of suggestions. After the meeting they stood in groups talking to one another. The refreshments

over, Dr. Ingram relaxed and when he told the boys good night, he was much more cordial than he had been upon their arrival. His delight and pleasure over the success of the meeting was good to see.

February, the shortest of months, seemed almost too short for the many important developments that occurred in connection with the Center's affairs. Miss Page faced too a number of problems with implications of far-reaching significance.

On the first of February Miss Page continued her interviewing of community leaders, by calling on Miss Van Kleek, leader of the women in the old Dutch Church, women's leader in the Republican Club, board member of the Woodland Boys Club, president of the Children's Home Association, and active worker in several other organizations. Miss Page had been referred to her by all the other women she had interviewed. Miss Van Kleek told Miss Page quite frankly that she thought the Woodland Community Center had been superimposed by an outside organization. She seemed to be well acquainted with the Center's executive committee and gave the impression that she did not think its leadership outstanding. She felt that the Center had no place in Woodland. She described at length the various churches and their attractive community houses and felt that they, together with the Woodland Boys Club, were amply taking care of the problem of recreation for the young people of Woodland. She asked whether the members of the boys' groups in the Center were not members of some church where they might be offered recreational facilities. Miss Page told her that few of the boys connected with the Center were being taken care of through the churches and that she had two church groups among them who had applied to the Center for space in the schools because the churches to which they belonged had no gymnasiums. Miss Van Kleek was interested in this and enthusiastically described to Miss Page a recent survey that had been made of the recreational facilities of the churches. She said a council of all the Protestant churches in Woodland had been or-

ganized as a result for the purpose of centralizing the young people's activities. Representatives from all the athletic groups had been called together and plans had been made by the larger churches to offer to the smaller churches their physical equipment for athletics and dances.*

When asked to act as a patroness for the Woodland dances Miss Van Kleek refused. She explained that she did not believe one should allow one's name to be used unless one intended to be active in the organization. She felt also that the Center's project was not firmly enough established and she said she felt considerable resentment that an outside city organization should have organized from the top down such a thing as a community center in Woodland. She did, however, offer her help in connection with securing the Republican Club for the athletic council meeting planned at a later date and personally arranged by telephone an appointment with a cousin of hers to whom Mrs. Drew had given Miss Page a letter of introduction.

At the end of three quarters of an hour she dismissed Miss Page with rather a stately air. Miss Page considered her an extremely interesting woman. Her pure white hair and dignified bearing gave her an important appearance. A few days after this interview Miss Van Kleek wrote Miss Page that she had secured the ladies' parlor at the Republican Club for the athletic council meeting. She warned Miss Page that the boys would not be permitted to smoke there and said she would like to attend the meeting. Miss Page gave her a cordial invitation but decided not to tell the boys their meeting was to be held in the "ladies' parlor." Miss Page felt she would not have any trouble about the smoking anyway as the boys had not seemed to care to smoke at Dr. Ingram's although he had passed the cigarettes a number of times. Next morning Dr. Ingram telephoned to say he could secure the Repub-

* Attempts on Miss Page's part to discover the source of this survey were unsuccessful. Miss Van Kleek could not remember who had made the survey and an investigation by Miss Page later failed to unearth it.

lican Club only by paying a fee and when informed that Miss Van Kleek had arranged to secure it free of charge he grumpily asked Miss Page why she had allowed him to waste his time. Miss Page explained that she had told Miss Van Kleek that he was attending to the matter but that Miss Van Kleek had been interested enough to inquire of the manager of the Club whether he had granted Dr. Ingram's request. When she discovered the manager had stipulated a charge for the use of the Club she undertook to get it free of charge and succeeded.

For some weeks Miss Page had been worried over certain ethical questions in connection with the reorganization of the Woodland Center and on the sixth of February she recorded in her diary some of her thoughts about the matter:

"It seems to me that I am placed in a very peculiar position. The School Community Center Association had prior to my employment practically given up hope of reviving the Woodland Center. It was dead and had been dead for at least three years. In the very frank discussions which I had with Mr. Douglas and Mrs. Moore I was told that the entire Center would have to be reorganized and new officers put in the place of most of the old ones. Also I was given the impression that both Dr. Ingram and Dr. Newman realized the need for new people on the executive committee and were just waiting to be removed. However, after getting into the organization I find that no one on the executive committee is anxious to resign or has any intention of doing so. The more hopeful the outlook becomes, the more interested the members of the executive committee have seemed in retaining their positions. In spite of this, however, the Association feels that Dr. Ingram should not continue as president and that the executive committee contains little leadership material, and with this opinion I am in accord.

"Now I find myself in this position: we have today fifteen paid up members, most of whom are on the executive council. The Association expects me in some way to prevent the old officers from re-electing themselves at the annual election of officers in March. The executive committee, however, does not know that I am plotting for an entire change of officers. When I had Dr. Ingram appoint Mr. Lawson, Mrs. Mann and Mrs. Abbott as a nominating committee he must have had a suspicion of my intentions. I feel that even my

method of having the nominating committee appointed was more or less unethical, for as a matter of fact of the three people chosen for the nominating committee, Mr. Lawson is the only paid up member.

"It appears to me that I have been employed by the parent Association to do a reorganization job which it does not care to do itself and at the same time the organization which I am trying to kill is paying my salary. I have come to the conclusion that I must take one of three courses:

"(1) I should have a frank discussion with the Association staff, explaining to them the way I feel about this ethical point. If the Association is unwilling for me to take the matter up frankly with the executive committee of the Center, asking the members to tender their resignations, then perhaps I should resign.

"(2) Even though this plan meets with the disapproval of the Association staff I might make a report to the executive committee of the Center, frankly stating that after a very careful study of the whole situation I feel that in the interests of a real community center the old officers should resign and at the same time I should offer my resignation. In the event that both sets of resignations should go through, the Association could then get an organizer who would start with the athletic council which I am organizing and gradually build up a new organization made up of people who are actually interested in the young men and women who are using the schools for recreational purposes in the evenings.

"(3) Or, I can frankly talk with the executive committee of the Center, receive my instructions from them, plan entertainments and struggle along in accordance with their wishes, ignoring the Association."

On February 8th, Miss Page discussed the problem of the proposed reorganization with the staff of the Association. This group recognized the ethical point involved and frankly said it had not before occurred to them. They did not anticipate any difficulty in getting the old officers—with the possible exception of Mrs. Rogers—to give place gracefully to new ones. It was recommended that Miss Page suggest to Dr. Ingram that in view of his lack of time for Center business, she thought it wise to act upon a proposal that he had previously made to her that she find a woman who could head up the Center activities. They felt that Dr. Ingram was too

valuable to lose and should be kept on the Council. All agreed that Dr. Newman's oft repeated willingness to withdraw should be accepted. They also agreed that in view of the difficulty that existed between Miss Page and Mrs. Rogers it seemed advisable to let Mrs. Rogers remain as second vice-president for the next year.

In this interview with the Association staff Miss Page described a number of the interviews she had had with women leaders in Woodland. Mr. Douglas and Mrs. Moore were interested but felt that Miss Page had been getting opinions only from the wealthy aristocrats. Mrs. Moore related a conversation she had had recently with the president of another Center which got out sixty to seventy people to its monthly meetings. This president told Mrs. Moore that she felt that the Woodland Center failed because it laid so much stress on the representative Woodland crowd. She said that the people in her district who really needed a community center were the little people like herself, the people who lived in small apartments and did their own work and did not have the money to belong to clubs. Mr. Lawrence Lawson, a member of the board of directors of the Association and of the executive council of the Woodland Center, had also repeatedly told Mr. Douglas and Mrs. Moore that it was impossible to organize the better class of people in Woodland for community center work. Miss Page agreed with the Association staff but felt that the Center as it existed was not meeting the needs of any group. She said her hope was to develop a larger adult membership by having the athletic council members bring in their parents to some of the Center meetings and entertainments. Miss Page felt that the Center should be made up of the people who would most naturally be interested in the actual work being done for the boys and girls along recreational lines, and she felt that it might reasonably be expected that the group most interested would be the parents of the young people. Mr. Douglas was very much interested in this suggestion and thought Miss Page ought to try it out.

Miss Page placed before the Association staff several propositions for consideration. The first of these was that she should try to educate the executive committee. This was discussed at great length and eliminated as the Association staff felt that the diversified interests of the executive council members together with their widely differing ideas as to what a community center should be would make it practically impossible to harmonize them in a project in which they had no interest.

Secondly, Miss Page proposed that entire reorganization of the executive committee should be postponed and instead that six new members should be elected to the Center Council and the old officers allowed to reëlect themselves, with the hope that the following year might bring new officers elected from the new people thus placed on the Council. As an objection to this plan Miss Page reminded them of the time limit occasioned by the lack of sufficient funds to maintain the Center for another year on the old basis. The Association staff also eliminated this suggestion, feeling that such a plan was impractical because of the two reasons given by Miss Page.

A third proposition made by Miss Page appealed to the Association staff as being the most feasible one. It was agreed that Miss Page should try to replace several members of the executive committee and bring in a number of additional members on the Center Council as well, these new representatives to the Council to be taken from the different groups using the Center facilities. It was agreed too that she should use absolute frankness in discussing this plan with the members of the executive committee.

At the conclusion of this interview Miss Page reminded Mr. Douglas that her three months on probation would have expired by the date of the February monthly meeting of the Council. She asked him to attend the meeting and interpret the report she would prepare to present at that time. She offered to resign if the Association felt that there was any dissatisfaction on the part of the Woodland Center executive

council. Miss Page felt that Mr. Douglas and Mrs. Moore showed a bit more confidence in her than they had displayed in previous conferences.

Two days after this conference Miss Page, who was still deeply troubled over the reorganization of the Center, recorded the following reflections regarding the situation:

"Today is Sunday but I carry around with me constantly a feeling of responsibility for this darn Center. I am in Woodland spending the week end with friends and perhaps it is because I am in the atmosphere that the apparent solution of the annual election meeting has come to me. I have almost discarded my former plans for the nominating committee. Why try to put representative leadership on the Center executive committee and Council? The Center won't meet the needs of their kind of people anyway. And, why worry about the present make-up of the group? The Center is not meeting the needs of the friends of the present group either and it is purely ego that has prompted the present leaders to hold on.

"Now, what excuse is there for the existence of the Center? First, it seems to me that the groups of boys and girls engaged in athletics need the Center. Secondly, the dances furnish wholesome recreation for quite a group of young people.

"These groups are composed of boys and girls who cannot afford the more expensive clubs, but they are not the type that settlements would reach. Are these groups possibly an index to similar groups of adults,—their parents,—who need the sort of recreation that coming together in the Center would afford?

"These present leaders of the Center are not interested in the athletic groups except as they receive the financial gain from the dances. The representative community leaders whose names I am seeking as sponsors for the activities would be interested in the Center only from philanthropic motives. Ought not the parents whose young sons and daughters are getting healthy recreation free of charge to be interested? Will they be? And will they mix?

"Well, my impression is that we must get together the parents of these young people and we must talk out frankly with the old group the reorganization plans. We must obtain the names and addresses of the parents of all the boys and girls and get them together with the younger people for the annual meeting, and if I am not mistaken, the elections will take care of themselves, and we will have a new group entirely."

On the eleventh of February Miss Page again called on Dr. Milton of the Wesley High School to submit the list of men and women who had agreed to serve as patrons and patronesses for the dances for his approval. Dr. Milton approved Miss Page's plans and asked her to advise the Board of Education direct that he had withdrawn his objections and was willing to permit the reopening of the dances. Dr. Milton asked Miss Page how she felt about the Center after having made a study of it and she told him she did not feel that it had been meeting the need of any group previously. She explained the basis upon which she was reorganizing, describing the extension of athletic activities for boys and the formation of the athletic council. Dr. Milton said the greatest need of Woodland was recreation for the poorer boys of the district. He told Miss Page she had voiced exactly what he had felt about the Woodland Community Center.

The same day Miss Page interviewed the inspector of community centers at the Board of Education headquarters for the double purpose of procuring complete information about additional space for the Woodland groups and making an appointment to discuss with the director of community center work the reopening of the Wesley High School dances. Miss Dean, a masculine sort of woman with a decided manner, as inspector of centers, had charge of the granting of permits for the use of the schools. She was extremely coöperative and much interested in the extension of the work in Woodland as indicated by the increase in attendance figures and offered Miss Page all the space not in use in the Woodland schools at that time. She explained that the Board of Education allowed community centers free janitorial service, lights and heat, and that such centers were permitted to keep money raised through entertainments, dances, and other affairs. She said it was even possible for the boys' groups to keep funds if they so desired. Money raised in the schools she explained could be used for educational, recreational, and charitable purposes. The executive committee of the Center need be re-

sponsible to the Board of Education only for monthly financial and attendance reports. Individual groups, she said, could not obtain the use of school buildings except by paying a nightly janitorial fee unless these groups were tied up with and actual members of a neighborhood Community Center such as the one in Woodland.

Later the same afternoon, Miss Page had an interview with Mr. Lain, the director of community center work, about the reopening of the dances. He put her through a third degree of questions about her plans for running the dances, her proposed staff, what she intended to pay each one, and finally agreed to permit the reopening of the dances after he had had an opportunity to meet the dance staff personally and instruct them as a group. He gave Miss Page a number of mimeographed copies of the dance rules that had to be enforced and asked that her staff become thoroughly familiar with them before he met them.

On February the 13th the organization meeting of the athletic council was held at the Republican Club. The morning of the meeting Miss Campbell had telephoned Miss Page that the wrong address had been given for the Club, the address given being at least an hour's trip from the right place. Miss Page felt that the mistake might cause disastrous results and to prevent any club leaders going astray sent telegrams to each. These telegrams made the boys feel that the meeting was evidently very important. Twenty-six representatives and four visitors attended the meeting. During the two weeks that had elapsed since the first meeting, four new groups of boys had become affiliated with the Center. This made a total of twenty-one groups and the twenty-six boys present represented fifteen of the groups. Some of the boys reached the Club before Miss Page did and when Miss Page arrived she found a few of them smoking. She asked the boys if the room she found them in was the ladies' parlor, explaining Miss Van Kleek's instructions against smoking. They thought the room Miss Van Kleek referred to was on

the floor above. The room was crowded with boys, many of whom were smoking, when Miss Van Kleek's stately figure appeared in the doorway. She entered pointing her finger at the group, saying, "You know we can't have this, we can't have this! I told you there was to be no smoking." Miss Page jumped up with an apology explaining that the boys were sure they were not in the ladies' parlor as there were many ashtrays around when they arrived and that there had been no one to instruct them about it. Miss Van Kleek was beautifully dressed in a rich fur coat and a hat with large plumes on it. With great dignity she walked across the room and took a seat. The only other interference from Miss Van Kleek came when she saw two of the boys go downstairs. Without thinking, apparently, she rushed after them calling, "You know I am in charge here tonight. You can't go down those stairs." The boys were somewhat embarrassed and did not come into the room immediately. In spite of these unfortunate beginnings, however, the meeting was an extremely successful one. Officers were elected and three committees formed,—a dance committee, a membership committee, and a committee on booking games for baseball and basketball tournaments. The boys took charge of the athletic council from this point on. Since it was too late to consider a basketball league, as the basketball season was nearly at an end, the boys discussed baseball, which was selected as the next activity on the docket for the clubs. The boys decided to have a council meeting once a month, to which each club should send one delegate and one alternate. There was almost a tie vote about meetings as nearly half of the boys wanted to meet every other week.

Miss Van Kleek at the conclusion of the meeting asked the boys how many of them had Republican fathers. Only three boys held up their hands, the others having fathers who were members of the Democratic party. Miss Page thought this might influence Miss Van Kleek not to obtain the Republican Club for the boys another time but after the meeting Miss Page walked home with Miss Van Kleek, who was enthusias-

tic about the affair and thought the boys an exceptionally nice group. Miss Van Kleek voluntarily offered to procure the Club again for them. After the meeting adjourned Miss Page noticed that the boys again got together in groups and talked, and when Miss Page left each boy bade her a cordial good-night.

The day after this meeting, Mrs. Moore telephoned Miss Page that the Association had decided definitely to turn over to her the entire responsibility for the Woodland groups. Up to this time Miss Page had been having the attendance reports forwarded by the group leaders in a self-addressed envelope containing her name but addressed to her in care of the Association so as to avoid the delays that would otherwise be occasioned if the reports came first to her office and had to be routed through her back to the Association office. Mrs. Moore instructed Miss Page to send reports direct to Miss Dean at the Board of Education, at the same time mailing copies of the report to the Association offices for their statistical records.

Shortly after the February organization meeting of the athletic council a letter was sent to the leaders of all the athletic groups asking them to send in a complete list of the names and addresses of their members, and a start was made at interviewing the parents, and inviting them to the annual meeting of the Center.

February 20th, the night set for the monthly executive committee meeting, was a miserable night. A snowstorm the day before had been followed by rain and the rain succeeded by a freeze. Walking was dangerous but a quorum attended the meeting. Miss Page presented a report on her work covering the period from November 15th to February 20th and therein reminded the committee that the end of her three months' trial period had arrived and that she was ready to withdraw to give the committee an opportunity to discuss the work she had accomplished. Mr. Douglas, true to his promise, was present and interpreted Miss Page's work as outlined in

her report. He plainly showed his enthusiasm. Mr. Schultz and Mr. Mason showed such surprise over the contents of the report and over Mr. Douglas' enthusiastic interpretation of the amount of effort and time that had brought about such results that Miss Page intuitively sensed the fact that Mrs. Rogers had been working to secure her discharge. Dr. Ingram refused to permit Miss Page to withdraw from the meeting. He said that as far as he was concerned he would say frankly in front of her whatever he might say behind her back. He said that he was personally much pleased, that he thought definite progress had been made, that the Center was beginning to reach the groups it should reach, and that he wanted to see the work go on just as it had been carried on since Miss Page became the executive secretary. He then asked Mr. Mason to express his opinion. Mr. Mason was chairman of the committee to report on whether Miss Page should be reemployed for a longer period. He said he was unwilling to express an opinion without talking the matter over with Dr. Newman and Mrs. Rogers, both of whom were absent. Mr. Schultz asked many detailed questions about the expenditures during Miss Page's term of office and the group finally decided, with Mr. Douglas' help, that expenses had been as reasonable as could be expected.

Miss Page received the impression that Mr. Mason's committee had intended to terminate her employment and had lost courage in the face of Mr. Douglas' and Dr. Ingram's enthusiasm so she expressed a desire to withdraw immediately unless her work was entirely satisfactory to all concerned. This brought out two minor objections; the first that Miss Page had had all mail from the groups sent to her Gretna office address; the second that she had purchased supplies from large firms outside the Woodland district instead of trading with the Woodland stores. To the first objection, Miss Page answered that she would be quite willing to have all mail sent to some Woodland address but the committee must remember that under that condition she would not re-

ceive mail promptly but would only receive it the latter part of each week as she was on part time. This overcame the objection as the committee saw that many complications would result, especially in connection with the forwarding of attendance and damage reports to the Board of Education. Miss Page, however, assured the objectors that she thought this point well taken and that should they have a full time organizer, her mailing address ought to be a local one. Miss Page also thought the objection to trading outside Woodland a valid one and promised to trade in Woodland for all Center supplies, except in the event of an emergency.

The date of March 26th was set for the annual meeting and a committee to take charge of the entertainment features of this meeting, consisting of Mrs. Rogers, Mrs. Mason and Mrs. Cohen, was appointed. Miss Page defeated a suggestion that a big auditorium be secured and movies shown. She said the movies might bring out a crowd but that it really would not mean anything permanent. She said she felt that the young people's groups had already become more or less familiar with the Center and she urged that the annual meeting be one that they would enjoy, a business meeting first in one of the class or assembly rooms of the Wesley High School and afterwards a match basketball game followed by a dance downstairs in the gymnasium. Her plan was accepted.

The executive committee also authorized her to proceed with the employment of a dance staff, but nothing bearing upon the reorganization of the executive committee and council was discussed.

After the meeting Miss Page remained for a confidential conference with Mr. Douglas and Dr. Ingram and told them she felt sure that the executive committee was not satisfied with her work. Mr. Douglas felt that Mr. Mason and Mr. Schultz had both been won over during the meeting and he thought Mrs. Rogers' interpretation of Miss Page's activities had prejudiced Mr. Mason and Dr. Newman when they met to reconsider Miss Page's employment. Mrs. Rogers he said

objected to the discontinuance of monthly social affairs. Miss Page said she would resign rather than run the Center on the monthly social basis as the preparation for the social affairs would make constructive work impossible and she said she would not be interested in the job under those conditions. Mr. Douglas said Mrs. Moore had invited Mrs. Rogers to her own home in order to interpret Miss Page's interviewing to her and he thought Mrs. Rogers' dissatisfaction had been somewhat assuaged by the news that Miss Page had converted Miss Van Kleek to the cause of the Center.

The day after this meeting, Miss Page had four important interviews. Mrs. Downing, president of a well-known social club, was the sixth on the list suggested by Mrs. Drew and a cousin of Miss Van Kleek's. While Miss Page was interviewing her the telephone rang constantly, each time it was a reporter or some other person of significance. Mrs. Downing recommended six women as patronesses for the dances but said she and Miss Van Kleek had not yet decided to permit the use of their names. Mrs. Downing suggested Mrs. Budlong as the outstanding woman for president of the Community Center. She described Mrs. Budlong as a woman who knew all the wealthy new people who had come into Woodland, a "live wire" and one who could make the Center a going concern, particularly if it was suggested that she had been selected because of her prominence and because of the importance of the job to be done. Mrs. Downing promised to write her asking her to give Miss Page an interview. Mrs. Downing suggested that Miss Page tell Mrs. Budlong that Mrs. Downing had recommended her for the presidency.

Following the interview with Mrs. Downing Miss Page called on Dr. Milton's secretary, Miss Jameson, with whom she had made a good contact while discussing Center affairs with her chief. She agreed to serve as a member of the Center Council for one year. Miss Page felt that coöperation could

more easily be maintained with Dr. Milton if a member of his staff represented him on the Council and he was himself too busy to serve.

The same day, Miss Page called on Mrs. Mann, still a teacher in the high school, who reluctantly accepted her appointment on the nominating committee and agreed to serve on the Council. Mrs. Mann was a former member of the Center Council, who had lost interest because of the turn its affairs had taken.

Miss Page next called on Mr. Lawson who promptly agreed to act as chairman of the nominating committee. He said an entirely new staff of officers was needed. Miss Page asked him about Mr. Welsh, a member of the Council, from whom she had just had a letter saying that he did not understand when and how he had become a member of the executive committee but if he was actually a member he would try to get around to some of the meetings. Mr. Lawson, when told about this letter, suggested that Mr. Welsh would make a fine first vice-president. Mr. Lawson considered Mrs. Budlong a possible person for president but thought someone else would be better. He suggested that Dr. Ingram be made secretary. Several possibilities for Council members were discussed including several of the older members of the athletic groups, Miss Jameson, the assistant to the high school principal, and Mrs. Abbott. It was agreed that Mr. Mason should be continued as treasurer. Miss Page felt that Mrs. Rogers should be replaced as second vice-president.

On February the 28th Mrs. Downing wrote agreeing to become a dance patroness and advising that Miss Van Kleek's name might be used also. She said she had mentioned this fact to Mrs. Budlong in a recent letter she had written her urging her to help the Center. On the same day Mrs. Julian Martin telephoned to say that it was her influence that had secured the use of these two names for Miss Page and she said that Miss Page must remember that she had promised on her

word of honor that Miss Page would personally supervise the dances in lieu of a paid professional dance chaperon.

Mrs. Martin discussed plans for the annual election of officers and asked how far Miss Page and her students had gone in interviewing the parents of the young people. Miss Page feared they could reach only a few of them before the annual meeting. Mrs. Martin said she wished the meeting might be postponed so that new officers might be elected spontaneously from the parent group. From Mrs. Martin Miss Page learned that Mrs. Budlong was not an entirely suitable person for the presidency.

On March 3rd Miss Page called on Miss Rugg, a young woman of English birth, who taught in one of the elementary schools of Woodland, the last on the list suggested by Mrs. Drew. Miss Rugg was impressed with the work being done with the athletic groups and agreed to serve on the Council if given a definite job.

The following day Miss Page called on Mrs. Budlong. An adequate appreciation of this interview can only be conveyed in Miss Page's own words:

"At first Mrs. Budlong impressed me very unfavorably. She came down the stairs rather breathlessly telling me that she was extremely busy and had only a moment to talk with me before lunch. I told her I thought it best under those circumstances to postpone our interview as I could not go into the matter I had in mind in a few minutes.

"Just at that moment a rather stout opulent looking woman breezed past. Mrs. Budlong hailed her in an unnecessarily loud tone and after much hesitation introduced me as Miss Page of the Maternity Center. The opulent friend immediately began telling Mrs. Budlong in rather an indignant way that she was going right ahead with her entertainment anyway, that she would give it for some charitable purpose. She did not know which 'pet charity' to give the money to and Mrs. Budlong hastily suggested that she should give it to the Maternity Center waving her hand towards me proudly. I expostulated. I told Mrs. Budlong that she must not get the impression that I was running a Maternity Center, but that my project was a com-

munity center for recreational purposes. As soon as her friend left we began to chat about the Center.

"I found it difficult to be over-enthusiastic about the project, and Mrs. Budlong seemed to have her attention rather diverted and did not appear to be taking in my conversation. Finally, something I said got her interest and she suggested that I join her at lunch. I then had a chance to go into the work of the Center a little bit more extensively and finally gave her some idea of what it was all about, after which we drifted off to more personal things for a while.

"Mrs. Budlong brought the conversation back to the subject by asking how she could help with the Community Center. I told her she had been suggested by Mrs. Downing as president. She told me that she was on the executive committee of thirty-nine organizations and president of seven. I was already somewhat dubious about her for president. There was a little roughness in her manner and she rather overdid things.

"Mrs. Budlong mentioned several people who might help me. She suggested too that I consult the social register for names of prominent social leaders; that I make a list of the names of chairmen and presidents of all social organizations in Woodland; that I approach the leaders of the churches; and finally that I call a meeting of heads or representatives of the various organizations and at this meeting discuss the work of the Center; its place in the community and its problems. She said that she would be glad to attend this meeting.

"She thought that we should thus begin to organize a campaign to give the Center publicity, and that we should then raise a small budget of $3000 for a permament worker. She agreed to serve on the executive committee of the Center. I am quite certain if she is urged, she will accept the presidency, and I believe it would mean to her merely putting one more thing across. It would not indicate any particular interest, and her contributing wealthy friends would be about as vague in their impressions of the purpose of their contributions as was the stout lady who was determined to put on her entertainment for some 'charitable purpose.'

"Mrs. Budlong said that she would send me a list of names of people who would be helpful to me when she had time to jot them down. She then walked as far as the car line with me. I liked her, would like to have her in any sort of an organization project, would not care for her as a personal friend, but would find her an interesting study at any time."

The next day Miss Page called on Mr. Welsh, head of a large advertising corporation, the member of the Council from whom she received the letter previously referred to. He had intelligent ideas about recreational organizations for boys and about welfare organizations in general. He considered the executive committee of the Center unrepresentative but felt that Dr. Ingram should be retained on the committee. He suggested a Mrs. Van de Vere and another lady as possible president, and a Mr. Trent for the executive committee. The latter he described as a man very like a boy who had two sons in their late teens, a man who would be an excellent worker if he could be interested. Mr. Welsh knew nothing about the Community Center and had never attended a meeting. He was much impressed with the possibilities in the work with boys' athletic groups.

Of first importance during the month of March was the work of the nominating committee, as a result of which Miss Page had to spend considerable time interviewing old officers who were to be replaced and new people suggested by the nominating committee as prospective candidates for office.

The first meeting of the nominating committee was, much to Miss Page's concern, held without her. On the fifth of March in a pouring rain Miss Page traveled to Woodland to attend a meeting previously scheduled to be held on that date at the home of Mrs. Abbott only to find that the meeting had taken place the night before. With much concern she learned that an intimate friend of Mrs. Rogers had been suggested for president, with Mrs. Budlong as a running mate; a man unknown to her even by name, as first vice-president; Mrs. Rogers as second vice-president; as secretary, there was a choice between a teacher at Wesley High School who had never taken any interest in the Center, and Mrs. Newman, Dr. Newman's wife; as treasurer, Mr. Mason. Miss Page in some agitation telephoned Mr. Lawson from Mrs. Abbott's home. He was so sorry she had made the long trip to Woodland in the rain and that she was disturbed over not being

present at the meeting. He invited her to come to his office next day and talk it over; said the names selected by the committee were only suggestions; that nothing definite had been decided, and that the committee could easily be called together again. Mrs. Mann also assured Miss Page over the telephone that the meeting had been indefinite and unsatisfactory and that she had been surprised not to find Miss Page there.

Next day upon looking over her correspondence with Mr. Lawson about the meeting, Miss Page discovered that she had not made it clear that she intended to be present. In fact the tone of her letter rather indicated that she would not be. She had been under the impression the night before that she had previously informed Mr. Lawson that she would bring to the meeting suggestions and names gathered as a result of her series of interviews with local people. She realized that the joke was on herself; that she had made a bad slip, and that she would have to take all the blame and explain to the committee. Mrs. Abbott in a telephone conversation the same day apologized to Miss Page for changing the date of the meeting without notifying her. She insisted upon feeling that she had been impolite and thoughtless and she said as a result the meeting had been entirely unsatisfactory. She said the nominating committee might have realized that Miss Page's months of work would have given her some insight into local conditions and that her suggestions would as a result have been valuable to the committee. She suggested a second meeting at her home the following week.

On March 11th, in spite of rain and snow, the nominating committee met with Miss Page at the home of Mrs. Abbott. The meeting lasted until almost eleven o'clock and there was much discussion. Mr. Lawson felt that the Woodland Community Center should become a self-supporting organization, governed entirely by the groups participating in the Center. Mrs. Abbott and Mrs. Mann agreed with him, but with Miss Page, appeared to feel that it was almost necessary to have

a step between the stage of absolute dependency and the self-supporting stage. Mr. Lawson suggested that a council be organized, composed of one delegate from every group using the Center and in addition thereto ten delegates elected at large each year. He was in favor of electing a new executive committee with the exception of two members,—Dr. Ingram to be asked to serve as secretary and Mr. Mason to be retained as treasurer.

Mrs. Mann reported a very uncomfortable interview with Mrs. Rogers when the latter had been asked whether she would consider continuing as second vice-president. Mrs. Rogers had insisted on knowing the whole slate and had said that she would withdraw unless all the old officers were reëlected. Mr. Lawson then suggested that Mrs. Rogers be removed from the list of candidates under consideration for officers and that her name be placed on the Council list. Mrs. Mann also considered this a wise thing to do.

In a very frank discussion Miss Page gave the nominating committee her thoughts about the Center, including her doubts about the success of the reorganization and outlined problems that would have to be solved. She thought that while Mr. Lawson had a very good social background and the right ideas about reorganization, he wanted to obtain results too quickly. She told him that he could not educate the executive committee to see his point of view all at once and prophesied that should the nominating committee bring in a suggestion that the Center be immediately governed by the parents of the boys belonging to the athletic groups there would probably be a riot.

Mr. Lawson, Mrs. Abbott and Mrs. Mann all agreed to be present at the annual meeting to put the point of view of the nominating committee about the reorganization of the Center very strongly before those present. The final decision of the committee was that the three highest ranking officers on the incumbent committee should be replaced but that the officers who were to be removed from the executive commit-

tee should be asked to serve on the Council. It was felt that this might result in the withdrawal of the old officers but the committee felt it would not be a matter of great concern if they should withdraw.

The slate drawn up by the nominating committee was as follows: for president, Mr. Budd, a young chap about thirty years of age who was at the time a physical education instructor at the High School, or Mrs. Van de Vere, or a Mrs. Rollins; for first vice-president, Mr. Trent or Mrs. Rollins; for second vice-president, Miss Rugg or Mr. Budd; for secretary, Dr. Ingram; for treasurer, Mr. Mason; for the Council—Mr. Jameson, Mr. Henry, Mr. Lawrence, Miss Campbell (the last three representing the athletic groups), Mrs. Bragdon, Mr. Cohen, Dr. Newman, Mr. Welsh, Mr. Schultz, Mrs. Rogers, Mrs. Budlong, Mrs. Rich and Miss Van Kleek.

The committee instructed the executive secretary to interview the people being considered and to report to Mrs. Abbott the acceptance or refusal of nominations. Upon receipt of the report Mrs. Abbott and Mrs. Mann were to assist Mr. Lawson in interviewing the candidates.

Two days later Miss Page started interviewing these people. The following is from the diary of that day.

"This morning I started out early to interview various people suggested by the nominating committee for officers. I called first on Mrs. Van de Vere and decided on the spot that she is exactly the woman we want for the president. She is not too high brow, seems to have a keen mind, is enthusiastic and rather charming looking. She said that she had been anxious for some time to take charge of some sort of social work and as she has three boys of her own would be interested in affiliating herself with the Center. She promised to let us have a definite answer by Monday and said that in the meantime she wanted to discuss with Mr. Welsh and Mr. Lawson the advisability of her taking the office.

"Then with fear and trembling I called on Dr. Ingram to tell him that in accordance with his suggestion at an earlier date we had been looking for some time for a woman who could devote a great deal of energy and time to the affairs of the Center and that we had discarded one after another but had finally found the woman we

wanted. The Doctor seemed just a little hurt at first and asked a good many questions about Mrs. Van de Vere. After telling him about her willingness to serve, I then assured him that we needed him on the executive committee and asked him if he would serve as secretary. He was a perfect lamb about it and agreed to serve.

"On my way from Dr. Ingram's I met Mrs. Mann and told her of my success. I called up Mr. Welsh and Mr. Lawson and told them of Mrs. Van de Vere's willingness to serve and asked that they be sure to encourage her to accept the job.

"Mr. Lawson said that he would try to get in touch with Mr. Trent who is one of the two men being considered for first vice-president. Mr. Trent, however, wrote me that ill health would prevent him from taking any part in Center affairs.

"I interviewed Mr. Budd of the high school athletic staff, and found him interested and willing to accept an office in the Community Center. Therefore we have put him on the slate for first vice-president. Miss Rugg is slated for second vice-president and since she has already agreed to serve on the Council we are not interviewing her before election as we are quite sure that she will accept the office. We have Mr. Mason for treasurer so this makes our slate of officers complete."

Next day, Friday, March 14th, Miss Page recorded her activities thus:

"This morning I went out to talk with Dr. Newman to ask him if he was in earnest about withdrawing from the executive committee. I also stressed with him the point that in accordance with suggestions from Dr. Ingram and himself I had been interviewing new people for officers of the Center. I thought that Dr. Newman was on the defensive in the first part of our interview and learned with interest that the committee which is to consider the matter of the extension of my employment period will meet tomorrow night. Dr. Newman agreed to remain on the Council in an advisory capacity, and when reminded of the fact that I had been carrying out his suggestion in trying to find leadership material, seemed to be mollified. I got the feeling that Mrs. Rogers had been trying to influence him with the purpose of defeating my plans. I told him quite frankly that Mrs. Rogers refused to serve unless the entire slate of officers should be reelected and said that if Mrs. Rogers was in earnest about this we expected to ask her to serve on the Council in the capacity of chairman of social gatherings. Dr. Newman said that he thought that I was on the right track and that it was well to retain the old members of the committee in an advisory capacity. He also

said he thought it would be fatal for me to drop the work now when so much good work had been done. He commented favorably on recent increased attendance at meetings and suggested that I get out a pamphlet about the work of the Woodland Community Center. I found on my return to the office a letter from him congratulating me on my work."

The following Monday Mrs. Van de Vere telephoned that she would accept the nomination for president if Mr. Welsh could be offered either the first or second vice-presidency. She asked that about half the Council positions be left vacant so that she could fill them herself with the chairmen of standing committees, whom she hoped to find among friends upon whom she could depend.

When the new slate of officers had been finally completed Miss Page had a conference with the staff of the Association. She feared this interview as she thought that the staff might condemn the work of the nominating committee and herself, but instead Miss Page found that they were relieved to learn that she had finally succeeded in demoting the principal officers at the same time retaining them on the Council, thus insuring their continued interest.

On March 20th, the regular monthly meeting of the Center executive committee and Council was held with an unusually large attendance. Dr. Ingram, Dr. Newman, and Mr. Mason of the executive committee were present, with Mrs. Rogers and Mr. Schultz absent; from the Council there were Mr. Lawson, Mr. Welsh, Miss Campbell, Mr. Henry, Mrs. Bragdon, Mr. and Mrs. Goldburg, and Mr. and Mrs. Cohen; and there were six boys from the various athletic groups with special requests to put before the Council. This was Miss Page's first attempt to mix the younger and older people, as she had been afraid up to this time that the older group would freeze the younger group out.

Miss Page gave a report on her work for the three months' trial period plus the past month, and answered numerous questions regarding the work. She put a map on a blackboard

showing the territory covered by the Center with the names of the principals of the schools in which activities were being conducted. The procedure resulted in a good discussion.

The treasurer made his report and then came the report of the committee which was to decide whether to continue Miss Page as executive secretary. Dr. Newman asked many questions about her work. Mr. Welsh and Mr. Lawson spoke favorably of Miss Page's work, and Mr. Douglas, who also attended the meeting, gave an interpretation of the statistics in Miss Page's report.

Mr. Goldburg asked if the work was finished. Dr. Ingram in a thundering voice asked him if he was ready to undertake it. Mr. Goldburg protested that Dr. Ingram had not understood him. Dr. Ingram then asked him if Miss Page's report sounded as if the work was finished. When Dr. Ingram had reduced Mr. Goldburg to speechlessness, Miss Page rescued Mr. Goldburg by offering to answer his questions and by stating that in her opinion the work had just begun.

Dr. Newman spoke well on the subject of the need of recreation for the young men of the community and said that Miss Page had very ably stated the amount of work being accomplished by the churches in Woodland but he said he thought she was correct when she said that neither the churches nor other organizations were reaching the group of boys who were connected with the Center.

At the end of the discussion everybody present seemed to be of one accord, and Dr. Newman suggested that Miss Page be reëmployed for a period of at least six months more with full authority for making plans for the financing of the Center and for its reorganization. This suggestion was unanimously adopted.

Then came the report of the nominating committee which can best be described by an excerpt from Miss Page's work diary:

"The tense moment arrived. It was made easier by the fact that Mrs. Rogers and Mr. Schultz were absent and that Dr. Newman,

as usual in a frightful hurry to be off to some more important meeting, had left after making his report. No one could have been more tactful than was Mr. Lawson in discussing the development of the Center. He said that ideally we wanted to see the membership of the Council and Executive Committee made up of the parents and the boys and girls themselves. He said that this ideal situation could not be reached all at once and that it was necessary in the meantime to have a certain number of what were ordinarily called prominent people in the community as officers. He spoke of the long and faithful service of the present committee and of the feeling of members on the committee itself, of the School Community Center Association, and of Miss Page, that a partially new group should take the wheel. Then in the very nicest way possible he read the slate of officers and Council members, describing to the group the reason for the selection of each individual, and giving a little sketch of the person's qualifications for the job. In regard to the selection of Mrs. Van de Vere, he told how we had discarded the names of a number of other women, one being discarded because the particular woman was serving on thirty-nine executive committees.

"At the close of Mr. Lawson's report Mr. Mason explained that it would be impossible for him to continue to serve as treasurer because he had recently become president of the Board of Trade sponsored by a new community center recently organized in his own section of the city outside the Woodland suburb. Mr. Mason's withdrawal from the slate was accepted as it seemed only fair that as he no longer lives in the Woodland district, he should withdraw, and that his position should in the future be held by a Woodlandite."

Following the acceptance of the report of the nominating committee, the president of the athletic council talked about the plans of the baseball league and asked for suggestions for the financing of the league. Mr. Goldburg thought the idea of helping the boys to raise money for baseball suits was perfectly outrageous and discussed the matter so heatedly that it was necessary for Miss Page to interfere. She explained that the boys were only asking for suggestions and not for money. Mr. Welsh came to the rescue of Miss Page and the boys by explaining that the boys had properly come to them, the older men, asking for their advice. Dr. Ingram appointed a committee consisting of Mr. Welsh and Mr. Lawson to confer with the managers of the baseball teams at a

meeting and help them plan for the financing of the league. Following the speech of the president of the athletic council, a young Irish chap of about sixteen, the able and popular leader of one of the clubs, asked permission to give a dance in April. A little frightened after the explosion caused by the former boy's talk he nervously pulled down his sweater, rammed his hands into his pockets, and began thus, "Us fellows want to ask." There were smiles of appreciation from all the men and the request of the club he represented was granted. Miss Page felt from the alert expressions on the faces of those present that the meeting was the most interesting one held since she became secretary.

A few days after the March monthly meeting a copy of the ticket of officers and Council members was mailed to each member of the Council and the postponement of the annual meeting to April 8th announced at the same time.

March saw the reopening of the much discussed weekly dances. In preparation Miss Page and members of the dance staff assembled by her visited a number of schools, watched the dancing and talked with the supervisors about problems connected with them. Mr. Lain of the Board of Education had two meetings with the staff at which he gave them instructions. All the women who had been personally interviewed, except one, permitted the use of their names as patronesses. Miss Page had been too busy to interview the fourteen women recommended by Mrs. Abbott but she prepared a letter to each of them for Mrs. Abbott's signature. None of these women replied and this convinced Miss Page of the value of personal interviews for the future. The dance committee appointed by the athletic council helped to plan the dances. When Miss Page outlined her plans for the dances saying that she hoped to make them the sort of dances to which the boys would gladly bring their sisters or their girls, the boys felt that she was too optimistic. One lad declared, "My standards have been tainted by the sort of dances that have heretofore been conducted in the public schools."

Every attempt was made by Miss Page to reorganize the dances on a new basis so as to establish them as wholesome in the minds of the community. There were several departures from the old dances planned in the new program. It was decided to charge thirty-five cents admission, which was ten cents more than the fee levied by the public dance halls. The idea was that the Center should in no way compete with the public halls in the neighborhood. The checking jobs and some of the floor committee work was assigned to members of the athletic clubs. An amateur orchestra composed of the boys from the neighborhood was organized.

The first dance was held the middle of March. It was somewhat different from most of the dances that followed it as one club sponsored it. About sixty couples attended including the mother and father of one of the boys. Also the boys of the Council who were on the dance committee were there. The atmosphere was very wholesome and was favorably commented on by several visitors. The proceeds from the dance were used by the boys to purchase athletic equipment.

The second dance a week later was a complete failure. It had not been well advertised and a storm kept away some who might have come. This dance served to show, however, that the amateur orchestra would not do, the young players did not have sufficient ability. Although five hundred invitations were sent out to club members for the third dance, only forty-five people came and a loss of $28 was incurred. It looked at this time as though the dances on a club basis would not work. One explanation seemed to be that not many of the boys in the athletic groups were of a dancing age.

The athletic council had its third meeting at the Republican Club on March 14th with twenty-eight representatives present. Plans for a baseball league were completed at this meeting and a theater party planned to finance the league through its first season. The boys voted to hold future meetings of the athletic council at the High School and decided upon a twenty-five cent individual membership fee for

Boys' Club and inasmuch as we had more than two hundred people out for our meeting it seems to show we are not touching the same group of people reached by that organization.

"After the business meeting adjourned tonight there was a brief meeting of the new Executive Committee and Council, and Mrs. Van de Vere instructed me to call a meeting for Tuesday, the 15th, at the High School. At the meeting on the fifteenth we are to consider the organization of a campaign to finance the Center as well as new suggestions for making the dances pay."

The annual meeting was thoroughly enjoyed by the younger members of the Center and by a number of the adults. Some of the adults were annoyed by the presence of the boys and girls and Mr. Douglas felt that Miss Page should not have mixed the younger with the older group at the meeting.

Part IV—The Center Under New Leadership

It may be fairly stated that sixteen of the people elected to leadership at the annual meeting comprised the adult group of the Center. Five of these had served as officials of the Center in previous years. Six were people socially prominent in the district who had a philanthropic interest in the activity of the Center. Two were members of the faculty of Wesley High School. One was the leader of a group of young business and professional women who had used the facilities of one of the public schools for several years. In addition to these sixteen people, two representatives of the boys' groups had been elected to the Council. The efforts of this group for the first two months after coming into office were devoted for the most part to making plans for the future financing of the Center and for a program of activities for the 1924-25 school season.

Ten out of eighteen of the new Council members were present at the April 15th meeting. Miss Page reported that the last three weekly dances had not netted enough money to cover expenses and the Council appointed a committee to study the dance question, at the same time instructing Miss

Page to discontinue the dances after the one that had been planned for April 16th. At this meeting Miss Page advised the group that it was necessary to work out plans to finance a full time worker, together with a broader recreational program. As a result of her recommendations two important committees were appointed by the new president, Mrs. Van de Vere. The first of these was a finance committee, chairmaned by Mr. Welsh, who had been a member of the Center for a number of years, although he had attended only one meeting of the Center prior to the election of his friend as president. Mr. Welsh, the newly elected vice-president of the Center, was by reputation a very successful business man. On this committee were two other members, Mr. James, the new treasurer, an important financier, and Mr. Budd, an athletic instructor in the High School. The finance committee was given the responsibility of working out plans for immediately getting more money into the treasury. Miss Page was asked to serve on the finance committee. She said she would be glad to help with plans, but informed the Council that a paid worker should not take an active part in raising funds, as many people in the community were apt to feel that her interest was prompted by a desire to see the money provided for her own salary. The second committee was charged with the duty of planning the extension of activities and considering Miss Page's suggestion that a full time organizer was needed. The second vice-president, Miss Rugg, was made chairman of this committee, the other two members being a representative from the boys' clubs and one from the girls' clubs.

Prior to this meeting, Mr. Douglas had communicated with Miss Page that Miss Campbell's group had become dissatisfied and wished to withdraw from the athletic council. At the meeting Miss Campbell presented this request in person, stating that her group wished to conduct its activities without further connection with Center affairs. She said her group wished to pay a group membership fee but preferred not to

pay individual fees and thought it unnecessary to comply with a recent request of Miss Page to furnish the names and addresses of the members of the club. Some members of the Council felt that if the Woodland Community Center granted free recreational facilities to the members of Miss Campbell's club the club should in turn be willing to recognize the responsibility of the Center to the extent of furnishing a list of its members for the files of the executive secretary. This discussion brought out the fact that the constitution and by-laws of the Center made no provision for group memberships. As a result a committee on constitution and by-laws, consisting of Mr. Cohen, Mrs. Rogers and Mr. Schultz, was appointed to draft a new constitution embodying certain recent changes. Miss Campbell was promised an answer at a later date. Miss Page was disturbed by Miss Campbell's attitude as she had previously had such splendid coöperation from her. On one occasion when Mrs. Rogers was searching for evidence of dissatisfaction about Miss Page, she had asked Miss Campbell how her group liked the management of affairs under the new worker and Miss Campbell had loyally and enthusiastically backed Miss Page.

A few days after the meeting, therefore, Miss Page invited Miss Campbell to tea at her apartment and learned that her desire to withdraw from the Center's affairs had been caused by Miss Page's request for the names and addresses of her group. It developed that most of the members of her club lived outside the Woodland district and she feared when this should be discovered by the executive committee, the privileges of the club members might be taken from them since few of them were residents of the district. As the club had been organized since 1919, she would greatly deplore any action of this kind. She voiced objection also to the individual dues required as a result of the new ruling. At the end of each school year in the past, her group had understood that it was necessary to turn over to the Center treasury any money remaining in the club treasury; each fall when the

group became active after the summer vacation its members had had to raise funds to finance the activities of the club. In the past her club had turned over a total of around $300 in dues collected outside the school building and not as a result of entertainments conducted therein, from which they had derived no benefits, the total sum consisting of surplus remaining in their treasuries when the school buildings closed each summer.

Miss Page, who had had occasion to take the matter of club finances up with the Association staff in the past, realized that the Association had made this the rule of procedure for all clubs. In one instance because of this ruling Miss Page had had to request that the proceeds of a party given by one of the boys' clubs to raise money for basketball suits be turned into the Center treasury. The boys had been permitted to buy the suits and bill them to the Center treasurer, but the actual handling of the funds had been taken out of their hands. At the time Miss Page had felt that this method of procedure cramped the initiative and independence of the club but she had accepted the ruling of the Association as one of those existing evils of a system that cannot be overcome. Later in a conference with Mrs. Dean of the Board of Education she had discovered, however, that the funds raised by the clubs could be spent by them for charitable, educational or recreational purposes even though raised from an entertainment given in a school building. The only requirement on the part of the Board had been that accurate financial statements of receipts and disbursements be submitted to them monthly that they might check up on the way in which the money had been expended.

Miss Campbell further explained to Miss Page that her group employed swimming and music instructors but could not pay these people themselves. They had turned all funds over conscientiously to the Center treasury and the treasurer had paid the instructors for them out of the funds raised by the club. Miss Page felt that Miss Campbell's group was en-

titled to hold all its own dues and to pay its instructors and she offered to help Miss Campbell's group gain its independence in this way. Miss Campbell in return offered a group membership fee and to send a representative regularly to the athletic council meetings to receive information about any new Board of Education instructions or regulations that affected the use of the school buildings by the groups. Miss Page still felt that Miss Campbell should be willing to furnish the names and addresses of her club members but thought it unwise to insist upon this and hoped the executive committee would make an exception for Miss Campbell's group.

The last dance of the season took place the middle of April. One hundred and forty-one people attended and the dance cleared expenses. There had been little difficulty in maintaining the dances on a high plane. Newspaper publicity and the comments of patronesses who attended the dances had been very favorable. Miss Page stimulated by the success of the fifth dance feared she had lost courage too quickly, so she suggested to Mrs. Van de Vere the continuance of the dances for a few weeks longer, but Mrs. Van de Vere thought it best to accept the former decision of the executive committee as binding.

Everybody liked Mrs. Van de Vere and she healed a number of wounds inflicted upon the old group of leaders. Pleasant contacts were established during April between her and the Association staff members, Mr. Douglas having given a luncheon for her that she might meet Mrs. Drew, president of the Association Board. At this luncheon she was initiated into the relationship of the Woodland Community Center and the Association. Mrs. Moore reported to Miss Page that Mrs. Rogers was completely in love with Mrs. Van de Vere and Miss Page won Mrs. Rogers' favor by telephoning her to tell her that there was one vacant seat in the box to be occupied by Mrs. Van de Vere and the executive committee in May at the theater party to be given by the boys of the baseball league. Mrs. Rogers was delighted to occupy the seat, and

expressed appreciation of Miss Page's thoughtfulness. Mrs. Van de Vere suggested that Miss Page lunch with her every other week to take up Center business and she also invited Miss Rugg and Miss Page to tea at her home to discuss plans. She had frequent conferences with the other members of the Council and devoted a lot of time to the boys' theater party preparations.

On April 30th, the finance committee met at the home of Mr. Welsh. Miss Page helped the committee with the planning of the budget by giving approximate figures on administrative expenses, including the salary of a well trained organizer. She discussed the difficulties she had experienced in financing the dances and suggested that provision be made for running them on a non-commercial basis. The committee enthusiastically agreed with Miss Page that a budget of $4,000 could be raised easily. A tentative budget for 1924-25 was worked out as follows: Salary for organizer $2,000; stenographic help, $500; operating expenses (telephone, postage, typewriter, incidentals), $500; and an additional fund for financing recreational activities, $1,000. Mr. James, the banker, offered to secure free desk space in the Woodland Chamber of Commerce. In view of Miss Page's experience with the dances, the committee decided they might be either a liability or an asset. As they were to be run in future for recreational purposes and not as a means of income, the $1,000 fund was placed in the budget as a safeguard in the event that the dances should become a liability. Plans were also made for procuring rain insurance to protect the dances against loss during rainy weather.

The committee suggested classes of membership: junior membership, fifty cents; sustaining membership, $5.00; contributing organization membership, $10.00. There was some discussion as to whether there should be a one dollar membership, but although Miss Page advised it, the committee decided that the lowest adult membership should be $5.00 a year. The contributing organization membership was to be

more or less of a contribution from the organizations and business firms that might be interested for philanthropic reasons, in supporting a needed community project.

The committee was urged by Miss Page to undertake a financial campaign immediately, endeavoring to obtain eight hundred $5.00 memberships, and as many $10.00 memberships as possible. The committee decided to do so. Mr. Welsh offered the Gas Company's list of four thousand Woodland customers. He also agreed to get from the Woodland Chamber of Commerce and other sources lists of organizations to be approached for organization membership contributions. It was decided that each member of the finance committee and Board should send out an appeal letter on his or her own stationery, a self-addressed envelope directed to Mr. James, the Treasurer, to be enclosed in each appeal letter. Mr. James promised to receive and acknowledge contributions.

Mr. Welsh offered to design an attractive Flying Dutchman card, each type of membership to be indicated by a different colored card. The committee decided that the appeal letter should be very brief. Mr. Welsh suggested that it seemed, psychologically, a good time at which to get out an appeal letter, for he felt that parents who were taking their children away from the heat of the city would be touched by an appeal to provide recreation for children who could not go away.

On the first of May, Miss Page was invited to a party given at the High School by one of her clubs of Irish boys. The club, whose membership numbered some forty odd boys, was one of her favorites. There were about two hundred guests present to enjoy the basketball and dancing and many of the parents were there. They had heard of Miss Page through the boys and thanked her for her interest in them. The mothers told her that the boys besides meeting at the school each week met once a week with their girls at the homes of different club members. Miss Page hoped that such events might happen more often. Perhaps parents might come to-

gether, in small groups at first, and later in larger ones, to discuss the plan of activities which was offered to their sons by the Center.

On the second day of May, the plan committee met at the home of its chairman, Miss Rugg. The committee decided that the principal efforts of the organizer should be devoted to the development of a program for adolescents; that the athletic council (organized by Miss Page, and composed of two representatives each from every club enrolled) should continue to meet monthly except during the summer; and that the athletic council should, with the advice of the senior Council members, control baseball, basketball, football and track activities. Plans were made for the reopening of the dances in September, 1924. It was decided to give these dances weekly or semi-monthly until June 1, 1925. Miss Page who was present suggested that she should, during May and June, 1925, assist the finance committee with its campaign for a $4,000 budget. Miss Page was instructed to do this and she was also asked to carry out a plan she had proposed for forming a parents' association. The committee felt that the mothers and fathers of the young people using the facilities of the Center ought to be interested and ought to be a source of income.

On May 7th, Miss Page consulted a publicity expert and a social worker about the plans made by the finance committee. The social worker, who was interested in juvenile delinquency, suggested that the time was ripe for sending out an appeal letter for funds for recreational purposes in view of the recent trial, on a murder charge, of four of Woodland's young men, all in their early twenties, and following that, the trial of a girl bandit from the same place. The social worker suggested that the first paragraph of the appeal letter should contain a word picture, showing the four young boys standing before the judge awaiting the death sentence from his lips. The publicity expert doubted the wisdom of an appeal

on such a basis. She advised also that an appeal letter was not a very successful way of raising funds quickly. She thought that Miss Page should try to persuade the Council to conduct a campaign by the method of personal interviews. Miss Page told her that Mr. James, the treasurer of the Council, planned to direct the appeal letters to the Gas Company's list of customers. The publicity expert said that this list would not be very helpful, as it would merely give the names of people using gas and many letters would be wasted on people too poor to join the Center at the $5.00 rate. She thought that the Council would have to send out ten times as many letters as originally planned. Her experience had taught her that the best return from an appeal letter was about ten percent and the average return two percent. She recommended that campaign workers be given quotas and that they follow up their appeal letters with personal visits.

In lieu of the use of the gas list, she suggested that the president of the local League of Women Voters might furnish a list of prominent political leaders; that Mr. Welsh might furnish a list of wealthy people, and that while getting a list of organizations from the Woodland Chamber of Commerce, Mr. James might also try to secure from the same source a special list of outstanding business men. The expert advised that the finance committee consider the amount of postage that would be used in sending out an appeal letter. In the event that the Council insisted that the campaign be conducted by letter instead of through personal interviews she thought it would be best to use a number of different kinds of appeal letters. She proposed a division of the $4,000 budget into two types of membership,—one hundred $10.00 memberships and six hundred $5.00 memberships. She estimated that it would be necessary to send out one thousand letters to get one hundred $10.00 memberships, and six thousand letters to get six hundred $5.00 memberships. This would make a total of seven thousand letters to be sent out and the postage would amount to $140.00. She endorsed the sug-

gestion made by one of the Council members that each solicitor use his own personal stationery.

In preparation for the campaign she directed that the committee first get lists together; second, write down the list of things upon which the Center desired to base its appeal; third, consult her about the wording of the appeal letter.

By the latter part of May the membership list of the Center still contained no representatives from the parents of the young people using the Center's facilities. Prior to the April, 1924, annual meeting, one of Miss Page's student assistants had interviewed a few of the parents but none of them attended the annual meeting. In April, Miss Page had secured several new students who were anxious to develop technique in interviewing various types of individuals. These students attempted to find out something about the parents of the boys and girls and to induce them to take some part in the work of the Center. The parents of the members of four of the athletic groups were selected. The boys were told that some one would visit their parents and they were asked to help make the way for an interview. The results of these visits is described in the following summary of the survey prepared by one of the students who assisted Miss Page with the work:

"In spite of the fact that the boys were asked to prepare their parents for the visit, this was not generally done. The parents shied at listening to any account of the work of the Center for they felt sure that there must be an appeal for money behind it all. Furthermore, a number of the parents did not speak or understand English with ease, which hindered the visitors from establishing a *rapport*. The visitors did not follow a uniform schedule in making their contacts. In general, they set out to explain the work of the Center and to endeavor to interest the parents in the organization which was making possible recreation for their boys and girls. From the interviews it was hoped, incidentally, that there might be drawn a general estimate of the type of homes and people which the athletic groups served.

"Contacts were made in sixty homes with the families of boys and

girls from seven different groups. Four of these clubs were rather thoroughly covered. Two of these were known in advance to be composed largely of Jewish boys and a third was a group from a Protestant Church. Scattered visits were made to homes representing three other groups, one of which was the club of young working girls and business women. The type of home visited was chiefly the two-family house or small apartment. The homes ranged, however, from a few rooms over a store to a comfortable home on one of the restricted residential avenues. Only two of the homes, though, were reported as at all elaborate.

"The figures obtained on this group of families may be considered as indicative but not conclusive, since the same questions were not asked in every instance. Eleven of the families had foreign parentage. Fourteen were Jewish, four Italian and two Irish. Nine of the families mentioned that they had moved to Woodland during the last five years. Only two were recorded as being residents of the district of long standing.

"The main purpose of the interviews was to see if the parents could be linked up with the work of the Center. Twenty-one declared that they were interested in the work. The interest arose chiefly because the parents were concerned about any activity in which their children were engaged. Fifteen of the parents said that they knew about the Center previous to the interview. This knowledge of it came from hearing of the projects of the clubs of which the children were members. In a number of instances, the clubs had met at the homes of the boys and the mother or father was thus acquainted with the members of the group with which the boy or girl was associated. Five, however, declared that they had not before heard of the Woodland Community Center. These were largely foreign born mothers who spoke broken English and evidently did not understand very much of any of the activity of their children. Eight expressed a feeling of the need of the organization which furnished the young people with recreational opportunities. They were mostly the poorer parents who had no other connections and in cases where there were other children they mentioned a desire for a chance for the others to play. Two parents who mentioned that there was no necessity for recreational opportunities in Woodland were well-to-do women who felt that their children had too much activity. They were also members of religious groups which they felt should take care of this side of the child's life. In addition to these, three expressed an indifference to the organization.

"The visits to the homes of the boys revealed a little of the background of the boys who were club members. Of the sixty-two boys

visited, age statistics are available on thirty-two. They ranged as follows:

Age	*Number*
Thirteen and under	3
Fourteen	3
Fifteen	10
Sixteen	8
Seventeen	4
Eighteen	1
Nineteen	1
Twenty and over	2

"These figures are not at all conclusive but do indicate that the boys reached are of the adolescent age.

"Figures on the occupation of forty-three of the boys were obtained. They showed that twenty-three of the boys were in high school or elementary school; four were in school and working afternoons; and sixteen were working full time.

"As a group these boys may be said to represent a lower middle class. Several boys were found in the group who were formerly members of settlements before their families moved to a better locality. The Woodland Boys Club serves the most under-privileged boys of the district. Between that group, and the well-to-do of Woodland is this stratum, mostly newcomers to the section without many neighborhood connections, to whom the public schools offer a chance for leisure time activity.

"There seems to be some similarity of genesis of the clubs. Several of the custodians of the public schools reported that the boys using the buildings were lads who had formerly attended the school. This was brought out in the home studies when it was discovered that several of the groups were little neighborhood gangs which had been together for some time. In many cases these groups hold meetings and social gatherings in one another's homes. Another type of group is that formed almost purely as an athletic organization by one individual. A third type of group came to the Center as a church club, having been formed in a church where there was no opportunity for recreation."

After sixty home visits had been made, Miss Page decided to test the effect of the contacts and set May 22nd as a date for the meeting of the parents. The purpose of the meeting was to explain the work of the Center to the parents and to

urge that they affiliate with it. Letters were sent by the students who made the visits to the parents and the boys were notified of the meeting. On the night set for the meeting Miss Page and her staff were the only ones that appeared. Neither the students nor Miss Page could offer any explanation. The custodian of the school told them that nobody ever attended meetings at that time of the year but they could not comfort themselves with such an explanation.

A number of the young women connected with Miss Campbell's club and some of the boys were somewhat resentful of the home visits; they felt that their parents had not understood the purpose of the visits; and in some cases the younger people did not care to have their parents become interested in their activities.

At the end of the athletic season Miss Campbell insisted that some decision on the part of the Council should be reached as to future relationships with her group. She offered a $10.00 organization membership fee but wished no further interference. She stated that the new leaders were introducing some very disturbing organization plans and that she had no intention whatever of bringing her group into line with the plan for individual memberships. Miss Rugg and Miss Page advocated a compromise but the Council led by Mr. Welsh decided that Miss Campbell could either fall into line or withdraw and she did the latter.

On the whole, however, the athletic council served to knit the boys together and they developed an interest in the affairs of the Center and a feeling of loyalty to it. A report of one of the students who made a study of the clubs and of the attendance figures for the first year of the Council's existence indicates that there was a total of around 13,000 individual attendances at Center activities held inside the school buildings during the 1923-24 season. Many of the clubs met for parties and business meetings in the homes of members as has been said before. At least three meetings of the athletic council were held outside the school buildings as well as most

of the senior council meetings and practically all meetings of committees. The baseball league games were played on the park diamonds and the Woodland teams visited other teams in different parts of the city for match baseball and basketball games. It might be safely said that the gatherings outside the schools would bring the total attendance at Center activities to at least 15,000.

The baseball tournament was the final activity for the year. The theater party netted $124 toward equipment of the teams. This was purchased through Spaldings, who in turn offered prizes for the winners of the league tournament. The league season lasted from June 6 until July 25, during which time the eight teams played a total of twenty-two games. The School Community Center Association reported that this activity had a good effect upon their other teams, several of which wrote in to report on games with Woodland teams and to comment on the successful league in that section.

In order to avoid delays in the organization of basketball activities and to secure sufficient space in the schools, Miss Page had the athletic groups file with her at the end of the 1923-24 season, applications for the space desired for the 1924-25 season. The boys did not engage in any activities connected with the Center during the latter part of July, August and the early part of September, and during that time Miss Page was away on vacation. Even before her return she received letters from the boys asking when the athletic council would hold its first meeting. The first meeting on October 17th was made quite an event by the presentation of the Spalding trophies, tiny gold baseball watch fobs, to the members of the winning baseball team. Mr. Welsh, who had been a famous athlete in his college days, made the speech and presented the awards. One of the Spalding field representatives attended the meeting and offered to award trophies to the winning basketball teams if the boys could organize a league and run regularly scheduled games as they had done during the baseball season; in return Spalding asked that

the equipment for the league be purchased from them. The boys accepted the Spalding contract and so many basketball teams were organized that it was necessary to have two leagues, an "A" heavy weight league, and a "B" light weight league.

Meanwhile the executive committee and the Council adopted the reports made by the finance and plan committees. There was considerable objection on the part of some of the old members to the elimination of the one dollar membership, the amount they had been accustomed to pay. Opposition also was registered by some of the athletic council representatives to the fifty cents individual junior memberships. They had in the past paid only one dollar for the admission of an entire club to membership in the Center. The opposition was not sufficiently strong in either case to prevent the acceptance of the reports. The committees were charged with the responsibility of carrying through their plans and began work upon them in the fall. The dances were reopened and both adult and junior memberships increased but the activities of the athletic council and its groups became the vital force of the Center. As time went on the interest of the gang age boys of the community in the affairs of the Center increased and eventually they assumed the leadership of the Center.

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QUESTIONS

1. Discuss the initiation of the Community Center.
2. Discuss Miss Cole's persistence in starting activities during the first two years.

3. What was Miss Cole's objective in telling the community in February, 1921, that she could not continue with the work of the organization?
4. To what extent did the first or second group of officers represent the people who really might have been interested in the wider use of the schools?
5. Try to state in two or three sentences the purpose of the School Community Center Association.
6. In this purpose which have you stressed: the desire to give services to the people of Woodland or the desire to help the people of Woodland organize to meet their own needs? Illustrate both from the record.
7. Give arguments for and against closing the community center.
8. To what extent should the executive secretary plan to have new members elected to the executive committee the first year.
9. What should be the relation of a settlement to social centers in the schools?
10. What should be the relation of a school or settlement to the leisure time programs of neighboring churches?
11. To what extent can the present educational authorities be expected to take over community center activities?
12. What is the field for a private organization in connection with the evening use of the schools?
13. What distinction can you make between social centers, recreation centers and community centers?
14. List evidences of skill on the part of Miss Page as an organizer.
15. Do the same for evidences of lack of skill.

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